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Police Consolidation

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POLICE CONSOLIDATION

A Selected Bibliography

compiled by
Margaret N. Emig

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Marjorie Kravitz
Supervising Editor

July 1980

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National Institute of Justice

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Acting Director

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INTRODUCTION

Proposition 13 and similar taxpayer initiatives have inspired a period of self-examination and fiscal retrenchment for local governments nationwide. For the police — as for all other agencies — the message is clear: improve agency effectiveness and curtail rising operational costs. Faced with escalating building and equipment costs, rising salaries, and increasing dependence on high technology computers, crime laboratory services, and specialized enforcement units to combat today's sophisticated criminals, police departments are searching for ways to make their operations more cost effective. As they strive to meet mandated and suggested standards in times of fiscal restraint, police executives in smaller agencies frequently examine the feasibility of consolidating some or all of their department's functions with those of other agencies.

A decade ago, consolidation of several small police and sheriff's departments into one large law enforcement agency seemed — to some — the most promising answer to rising costs. Proponents claimed that consolidated agencies would eliminate duplication of effort and facilities and reduce equipment expenditures while increasing personnel specialization and, by implication, personnel effectiveness. At the same time, opponents of centralization cited studies of large municipal agencies, noting that these surveys showed citizen satisfaction increased when police service was provided on a more local, personal level. Today there is a discernable trend toward functional consolidation rather than total merger of police services. This type of consolidation provides greater local discretion, while offering opportunities for sharing costs with neighboring departments. A thorough consideration of the many approaches to consolidation is presented in the recently published Program Model, *Small Police Agency Consolidation: Suggested Approaches* (see entry no. 7).

Police departments have developed a variety of interagency arrangements for merging some but not all of their resources. These arrangements may be informal, day-to-day cooperation among departments, formal contracts stipulating mutual aid, or routine service agreements among several jurisdictions. One of the most common approaches is to consolidate or regionalize specific police functions such as communications and automated information and records systems with multi-agency access to computer-aided dispatching. Police planning, recruit selection and training, and personnel and performance standards also lend themselves to regional cooperation. And in many areas police have formed special multi-agency investigative or enforcement units to apprehend criminals operating in a broad geographic area.

Which approach is most cost effective and best accepted by the local community? This question remains unanswered for several reasons, one of which is the diversity of communities and police departments. Also, evaluations of consolidated projects are hampered by inadequate empirical data, lack of agreement on measures of police effectiveness, and an inability to account for the changing nature of communities and their expectations of police services. At best, consolidation evaluations explain what *seems* to be working or failing and why.

This bibliography has been compiled to provide police management with insight into the advantages and disadvantages of the various approaches to consolidation.

All the documents cited in this bibliography have been selected from the data base of the National Criminal Justice Reference Service. The citations are presented in the following sections:

Overview. Background information and an introduction to the issues involved in consolidation.

Total Consolidation. Program and evaluation reports of consolidated law enforcement services.

Functional Consolidation

Computerized Information Systems. Descriptions of automated dispatching and record systems.

Physical Facilities. Information about planning for facilities used in consolidated programs.

Personnel and Training. Reports of training program, career development, and retirement systems that have been consolidated.

Special Units. Regional approaches to special investigations and law enforcement units.

Crime Laboratories. Consolidated forensic laboratories.

Alternatives to Consolidation

Contract Services. Case studies, guidelines, and evaluations of this approach to law enforcement.

Mutual Aid. Guidelines, analyses, and descriptions of regional mutual aid arrangements.

Other Approaches. Formal and informal interagency arrangements for pooling resources.

Appendix. Technical Assistance Reports on Consolidation Feasibility.

Information on how to obtain the documents cited may be found on the following page.

ACKNOWLEDGMENT

My sincere thanks to Charles M. Girard, International Training Research and Evaluation Council (ITREC); Terry Koepsell, Koepsell Associates; and Shirley Melnicoe, National Institute of Justice, for their suggestions, support, and patience in helping to produce this bibliography.

HOW TO OBTAIN THESE DOCUMENTS

The documents in this bibliography are part of the National Criminal Justice Reference Service (NCJRS) collection and are available to the public in the NCJRS Reading Room on weekdays between 9 a.m. and 5 p.m. The NCJRS Reading Room is located in Suite 211, 1015 20th Street, NW., Washington, DC.

For researchers who prefer to obtain personal copies, a sales source is identified whenever possible. For periodical literature, there are several potential sources of reprints: Original Article Tear Sheet Service (Institute for Scientific Information, 325 Chestnut Street, Philadelphia, PA 19106) and University Microfilms International (Article Reprint Department, 300 North Zeeb Road, Ann Arbor, MI 48106). Document availability changes over time and NCJRS cannot guarantee continued availability from publishers and distributors.

In addition to the following frequently cited sources, many of the documents may be found in public and organizational libraries.

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5285 Port Royal Road
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Box 6000
Rockville, MD 20850

POLICE CONSOLIDATION

OVERVIEW

1. **CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING, DEPARTMENT OF JUSTICE, 7100 BOWLING DRIVE, SUITE 250, SACRAMENTO CA 95814. JURISDICTIONAL CONSOLIDATION OF POLICE SERVICE—LEGAL ASPECTS.** 52 p. 1976. **NCJ-38351**

BASED ON A 1973 STUDY OF POLICE CONSOLIDATION, THIS REPORT PROVIDES INFORMATION CONCERNING THE PROBLEMS AND LEGAL ASPECTS ASSOCIATED WITH THREE MAJOR TYPES OF POLICE CONSOLIDATION. IT IS NOTED THAT THERE ARE FOUR ELEMENTS WHICH WILL AFFECT THE SUCCESS OF ANY PLAN FOR CONSOLIDATION. THE PLAN MUST BE FUNCTIONALLY SOUND, AND IT MUST BE LEGALLY PERMISSABLE. IT MUST BE POLITICALLY PRACTICAL, AND IT MUST HAVE PUBLIC ACCEPTANCE. LEGAL AND PRACTICAL ASPECTS OF THREE TYPES OF CONSOLIDATION ARE EXAMINED. THESE APPROACHES INCLUDE THE DEVELOPMENT OF MUNICIPAL POLICE SERVICE DISTRICTS TO PROVIDE ALL SERVICES WITHIN A SPECIFIC AREA, DEVELOPMENT OF A PLAN TO ALLOW UNINCORPORATED AREAS TO CONTRACT FOR POLICE SERVICES, AND DEVELOPMENT OF A COUNTY POLICE DEPARTMENT. A BIBLIOGRAPHY ON POLICE CONSOLIDATION AND AN OPINION OF THE CALIFORNIA ATTORNEY GENERAL ON DEVELOPMENT OF A COUNTY SERVICE AREA/ COUNTY POLICE DEPARTMENT ARE APPENDED.

Availability: NCJRS MICROFICHE PROGRAM.

2. **G. D. GOURLEY. EFFECTIVE POLICE ORGANIZATION AND MANAGEMENT—V 2, COUNTY POLICE SYSTEMS.** CALIFORNIA STATE COLLEGE, LOS ANGELES, 5151 STATE COLLEGE DRIVE, LOS ANGELES CA 90032. 196 p. 1966. **NCJ-01462**

EFFECTIVE MANAGEMENT AND ORGANIZATIONAL PRINCIPLES AND GUIDELINES ARE PRESENTED FOR COUNTY POLICE AGENCIES. TOPICS INCLUDE THE NATURE OF COUNTY POLICE SYSTEMS, THEIR BACKGROUND AND DEVELOPMENT, TYPES AND METHODS OF CONSOLIDATION, COOPERATIVE PLANS (INTERLOCAL AGREEMENTS, CONTRACTS, SPECIAL POLICE DISTRICTS), AND CONSOLIDATION METHODS. APPENDIXES INCLUDE A SURVEY OF CONTRACT CITIES IN THE STATE OF CALIFORNIA, THE NASSAU COUNTY (NY) ADMINISTRATIVE CODE (FOR COUNTY POLICE), THE FLORIDA CONSOLIDATION STATUTE, AND COUNTY POLICE ORGANIZATION CHARTS (FOR MULTNOMAH COUNTY, OREGON, KENT COUNTY, MICHIGAN, JEFFERSON COUNTY, COLORADO, LOS ANGELES COUNTY, CALIFORNIA, NASSAU COUNTY, NEW YORK, SUFFOLK COUNTY, NEW YORK, AND DADE COUNTY, FLORIDA). THE EIGHT VOLUME SERIES CONSISTS OF NCJ-00092, 01462, 00404, 00405, 00235, 00406, 00407, AND 01468.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NTIS. Accession No. PB 220 798.

3. **G. D. GOURLEY. STATE POLICE SYSTEMS—CHAPTER 4, VOL. 1 OF EFFECTIVE POLICE ORGANIZATION AND MANAGEMENT.** CALIFORNIA STATE COLLEGE, LONG BEACH INSTITUTE FOR POLICE STUDIES, 6101 EAST SEVENTH STREET, LONG BEACH CA 90801. 300 p. 1967. **NCJ-01436**

AN ORGANIZATIONAL AND MANAGEMENT MODEL FOR STATE LAW ENFORCEMENT AGENCIES, BASED ON A COMPARISON OF EXISTING ORGANIZATIONS. PRINCIPLES OF CENTRALIZATION OF SERVICES AND DECENTRALIZATION OF OPERATIONS ARE DISCUSSED. GUIDELINES FOR ORGANIZATION AND MANAGEMENT ARE IDENTIFIED BY BOTH DEFINITION AND EXAMPLE. NUMEROUS ORGANIZATIONAL CHARTS AND TABLES ILLUSTRATE THE TEXT. FOR A MORE DETAILED TREATMENT SEE NCJ-00404.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

4. **J. A. GYLYS. PRICING SYSTEM AND THE ALLOCATION OF CONTRACTUAL METROPOLITAN POLICE SERVICES.** AMERICAN SOCIETY OF CRIMINOLOGY, 1314 KINNEAR ROAD, COLUMBUS OH 43212; SAGE PUBLICATIONS, INC, 275 SOUTH BEVERLY DRIVE, BEVERLY HILLS CA 90212. *CRIMINOLOGY*, V 13, N 1 (MAY 1975), P 21-32. **NCJ-48367**

PROBLEMS OF A MARKET PRICING SYSTEM FOR THE ALLOCATION OF METROPOLITAN POLICE SERVICES ARE DISCUSSED, AND A MODEL DEALING WITH ALLOCATION OF CENTRALIZED POLICE SERVICES AMONG TWO POLITICAL UNITS IS PRESENTED. IT IS SUGGESTED THAT A MARKET PRICING SYSTEM WILL PERMIT, UP TO A CERTAIN OUTPUT LEVEL, A SOLUTION OF THE PROBLEM OF ALLOCATING CONTRACTOR'S POLICE SERVICES AMONG METROPOLITAN POLITICAL AREAS. HOWEVER, WHEN LOW LEVELS OF CRIMINAL ACTIVITY ARE ACHIEVED THROUGH ADDITIONAL POLICE INPUTS, THE MARKETS MECHANISM WILL HAVE A TENDENCY TO BREAK DOWN BECAUSE THE MARGINAL INCREASES OF POLICE SERVICES WILL NOT BE ABLE TO ELICIT THE EXPECTED DECREASES IN CRIME. A MODEL DEALING WITH ALLOCATIONS OF CENTRALIZED SERVICES AMONG TWO POLIT-

ICAL UNITS IS PRESENTED IN WHICH THE CONTRACTOR'S OUTPUT, A COUNTY SHERIFF'S OFFICE, IS QUANTIFIED IN TERMS OF PROBABILITY FOR A RESIDENT OF A GIVEN POLITICAL AREA TO BECOME A VICTIM OF CRIME DURING SOME FIXED PERIOD OF TIME. THUS, RELATIVELY GREATER OUTPUTS WILL BE REFLECTED IN FALLING PROBABILITIES OF BECOMING A CRIME VICTIM. IT IS ASSUMED THAT ONE AREA (C) IS CLOSER TO THE CONTRACTOR'S OPERATIONAL BASE WHILE THE OTHER AREA (F) IS FARTHER AWAY AND CONSEQUENTLY MORE EXPENSIVE TO SERVICE. IT IS ALSO ASSUMED THAT FACTORS CONDUCIVE TO CRIME ARE IDENTICAL AND THAT ALL CHIMINAL ACTS ARE EQUALLY DETRIMENTAL AND SERVICE BENEFITS ACCRUE ONLY TO THOSE AREA RESIDENTS WHO ARE SERVICE RECIPIENTS. FINALLY, IT IS ASSUMED THAT CRIME PREVENTION COSTS BECOME INCREASINGLY HIGHER AS HIGHER LEVELS OF PROTECTION ARE SUPPLIED. GIVEN THIS SITUATION, THE MARGINAL COST CURVE FOR AREA F WILL BE HIGHER AT EVERY OUTPUT LEVEL THAN FOR AREA C. MINIMIZATION OF CRIMES TAKES PLACE WHEN THE MARGINAL CRIME PREVENTION COSTS ARE EQUAL IN BOTH AREAS. HOWEVER, WHEN THE MARGINAL COST IS EQUAL, THE CRIME RATE IN F WILL BE MUCH GREATER THAN IN C. A TRANSFER OF INPUT FROM C TO F WOULD THUS RESULT IN AN INCREASE IN CRIME IN C THAT WOULD BE GREATER THAN THE DECREASE OF CRIME IN F. THUS ALLOCATIONS AIMED AT IMPROVING THE SITUATION IN ONE AREA CAN ONLY DO SO AT THE EXPENSE OF THE OTHER AREA. MOREOVER, A POINT WILL BE REACHED WHERE ADDITIONAL INCREASE IN POLICE SERVICES WILL NOT BE ABLE TO ELICIT ADDITIONAL DECREASES IN CRIME. THIS INDICATES THAT IN AREAS C AND F CONTRACTUAL PROVISION OF POLICE SERVICES IS AN UNATTAINABLE GOAL IF COST-BENEFIT RELATIONSHIPS ARE TO BE PRESENTED. AN ANCILLIARY CONCLUSION OF THE BREAKDOWN OF THE SYSTEM IS THAT EFFORTS OTHER THAN THOSE OF THE POLICE ARE NEEDED TO PREVENT CRIMINALITY. NOTES AND REFERENCES ARE PROVIDED.

5. **J. J. HEGARTY. CENTRALIZATION OF STATE LAW ENFORCEMENT AGENCIES.** FEDERAL BUREAU OF INVESTIGATION, WASHINGTON DC 20535. *FBI LAW ENFORCEMENT BULLETIN,* V 41, N 5 (MAY 1972), P 6-9 & 30.
NCJ-04227

DESCRIPTION OF THE CAPABILITIES AND FUNCTIONS OF ARIZONA'S RECENTLY FORMED DEPARTMENT OF PUBLIC SAFETY. THE DEPARTMENT PROVIDES THE SERVICES OF THE HIGHWAY PATROL, NARCOTICS ENFORCEMENT, LIQUOR ENFORCEMENT, CRIMINAL INVESTIGATION, SCIENTIFIC CRIMINAL ANALYSIS, AND STATEWIDE TRAINING FOR OFFICERS AT STATE AND LOCAL LEVELS.

6. **S. KAPSCH. MINNESOTA POLICE ORGANIZATION AND COMMUNITY RESOURCE ALLOCATION.** MINNESOTA STATE PLANNING AGENCY, 550 CEDAR STREET, 101 CAPITOL SQUARE BUILDING, ST PAUL MN 55101. 44 p. 1970.
NCJ-06926

STUDY TO DETERMINE AT WHAT POINT AN ORGANIZATION IS LARGE ENOUGH TO PROVIDE BASIC POLICE SERVICES, AND TO CONSIDER THE BEST MEANS OF PROVIDING THESE SERVICES. MANY WRITERS ON PROBLEMS OF THE ADMINISTRATION OF CRIMINAL JUSTICE AND POLICE ADMINISTRATION HAVE NOTED THE FRAGMENTATION OF AMERICAN POLICE INTO A COMPLEX OF SMALL LOCAL ORGANIZATIONS. WHILE LAW ENFORCEMENT IS A PROBLEM WHICH MUST BE MET AT THE LOCAL LEVEL, SOME JURISDICTIONS ARE TOO SMALL TO PROVIDE A FULL RANGE OF POLICE SERVICES. THE SUCCESSFUL BRITISH EXPERIENCE IN CONSOLIDATION IS EXAMINED IN DEPTH IN ORDER TO DEMONSTRATE SOME OF THE BENEFITS AND PROBLEMS OF CENTRALIZING POLICE FUNCTIONS. THE NUMBER, LOCATION AND EFFECTIVE STRENGTHS OF MINNESOTA POLICE DEPARTMENTS ARE THEN DISCUSSED AND COMPARATIVE TABLES ARE PROVIDED. THE MINIMUM PERSONNEL REQUIREMENTS NEEDED TO MAINTAIN BASIC POLICE FUNCTIONS ARE IDENTIFIED AND SPECIFIC SUGGESTIONS ARE OFFERED FOR REORGANIZING MINNESOTA POLICE DEPARTMENTS INTO MORE EFFICIENT ORGANIZATIONAL UNITS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM; NTIS. Accession No. PB 229 417/AS.

7. **T. W. KOEPSELL and C. M. GIRARD. SMALL POLICE AGENCY CONSOLIDATION—SUGGESTED APPROACHES—SUMMARY OF FINDINGS AND CONCLUSIONS.** INTERNATIONAL TRAINING, RESEARCH AND EVALUATION COUNCIL. 111 p. 1979.
NCJ-50694

THIS REPORT, DESIGNED TO ASSIST COMMUNITIES IN PLANNING AND IMPLEMENTING LAW ENFORCEMENT MERGERS, PRESENTS GUIDELINES DEVELOPED FROM SURVEY DATA GATHERED FROM 34 POLICE AGENCIES WHICH HAD EXPERIENCED CONSOLIDATION. MANY POLICE DEPARTMENTS IN RURAL AREAS WITH STAFFS OF 25 PERSONS OR LESS HAVE MANAGED TO COPE WITH INCREASING COSTS OF LOCAL LAW ENFORCEMENT WHILE MAINTAINING ACCEPTABLE LEVELS OF SERVICE DELIVERY BY CONSOLIDATING WITH LARGER DEPARTMENTS AND USING APPROACHES RANGING FROM INFORMAL ARRANGEMENTS IN WHICH DEPARTMENTS AGREE TO COLLECTIVELY PERFORM TASKS THAT ARE MUTUALLY BENEFICIAL TO ANNEXATION IN WHICH ONE UNIT IS ABSORBED TOTALLY OR PARTIALLY BY ANOTHER AGENCY. THESE APPROACHES ARE ILLUSTRATED WITH CASE STUDIES. DEPARTMENTS CONSIDERING MERGERS SHOULD FIRST CONDUCT A FEASIBILITY STUDY WHICH INCLUDES DEVELOPMENT OF DEMOGRAPHIC PROFILES OF PARTICIPATING JURISDICTIONS; PROFILES OF LAW ENFORCEMENT MANPOWER, MANAGEMENT AND ADMINISTRATION, AND REPORTED CRIMINAL ACTIVITY; AND EQUIPMENT AND FACILITIES INVENTORY AND ORGANIZATION AND OPERATIONS OF EXISTING LAW ENFORCEMENT AGENCIES. PLANNING AND ACTIVITIES MUST CONSIDER TRANSFER OF EQUIPMENT, EQUALIZATION OF SALARIES, AND DEVELOPMENT OF GENERAL ORDERS AND FIELD MANUALS. COST OF A DESIRED LEVEL OF SERVICE UNDER AN EXISTING LOCAL AGENCY SHOULD BE ESTIMATED AND COMPARED TO THE ESTIMATED COSTS OF THE CONSOLIDATED SYSTEM. GUIDELINES ARE GIVEN FOR MEETING THE LEGAL REQUIREMENTS OF A MERGED SYSTEM, SHARING THE COSTS, INSURING THAT SERVICES ARE PROVIDED, USING FACILITIES AND EQUIPMENT DURING THE TRANSITION PERIOD, AND DEALING WITH PERSONNEL AND ADMINISTRATIVE CONCERNS DURING TRANSITION. A SECTION ON RELATIONSHIPS BETWEEN THE PROVIDER AND RECIPIENT AGENCY DISCUSSES USE OF FORMAL CONTRACTS OR AGREEMENTS, NEGOTIATING THE CONTRACT, USING PERMANENT LAW ENFORCEMENT REVIEW BODIES, AND MAINTAINING COMMUNICATIONS BETWEEN THE JURISDICTIONS. THE FINAL CHAPTER OUTLINES A SYSTEM FOR EVALUATING THE MERGED SYSTEM. APPENDIXES CONTAIN A SELECTED, ANNOTATED BIBLIOGRAPHY, THE QUESTIONNAIRE, AND AN ANALYSIS OF MERGED STUDY DATA, A MODEL STUDY FEASIBILITY OUTLINE, A MODEL INTERLOCAL CONTRACTING AND JOINT ENTERPRISES ACT, AND A LIST OF STATE CRIMINAL JUSTICE PLANNING AGENCIES.

Supplemental Notes: PROGRAM MODELS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO. Stock Order No. 027-000-00761-9.

8. **R. A. LINDQUIST. PASCO/FRANKLIN COUNTY (WA)—REVIEW OF CURRENT OPERATING PRACTICES AND SHARED-COST ARRANGEMENTS OF A CONSOLIDATED POLICE SERVICES OPERATION—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 23 p. 1976. **NCJ-35906**

THIS FINANCIAL MANAGEMENT REVIEW WAS UNDERTAKEN FOR THE CITY OF PASCO (WA) POLICE DEPARTMENT AND THE FRANKLIN COUNTY (WA) SHERIFF'S DEPARTMENT, AND IS DATED JULY 15, 1976. THE POLICE AND SHERIFF'S DEPARTMENT SHARE THE FOLLOWING FUNCTIONS: DISPATCH, RECORDS, BOOKING, JAIL, AND CRIME LAB. THIS REPORT ADDRESSES THE PROBLEM OF ASSIGNING AN EQUITABLE COST ACCOUNTING SYSTEM THAT WILL ALLOW EACH DEPARTMENT TO PAY A FAIR SHARE FOR THE JOINT SERVICES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

9. **J. A. MARK. POLICE ORGANIZATIONS—THE CHALLENGES AND DILEMMAS OF CHANGE (FROM AMBIVALENT FORCE—PERSPECTIVES ON THE POLICE, 2D ED., 1976 BY ARTHUR NIEDERHOFFER AND ABRAHAM S BLUMBERG—SEE NCJ-44843).** HOLT, RINEHART AND WINSTON, 383 MADISON AVENUE, NEW YORK NY 10017. 11 p. 1976. **NCJ-44845**

ORGANIZATIONAL AND ADMINISTRATIVE CHANGES THAT SHOULD BE MADE BY POLICE FORCES IN ORDER TO REMAIN EFFECTIVE ARE PROPOSED AND EVALUATED. THERE EXISTS TOO MUCH FRAGMENTATION OF POLICE FORCES ACROSS THE COUNTRY. WITH THE 'HOME RULE' TRADITION, EACH MUNICIPALITY, NO MATTER HOW SMALL, HAS ITS OWN POLICE FORCE; THIS AMOUNTS TO FISCAL IRRESPONSIBILITY AND DEPRIVES MANY PEOPLE OF ADEQUATE POLICE SERVICES. CONSOLIDATION AND REGIONALIZATION OF POLICE FORCES ARE RECOMMENDED. THERE IS A SUGGESTED CEILING OF 300 MUNICIPAL POLICE AGENCIES (EXCLUDING FEDERAL, STATE, AND SPECIAL-PURPOSE POLICE); THIS WOULD EASE THE SETTING AND MONITORING OF NATIONAL POLICING STANDARDS, IMPROVE COST EFFECTIVENESS, OPEN CAREER OPPORTUNITIES FOR POLICE OFFICERS, AND REDUCE POLITICAL AND PAROCHIAL INFLUENCES ON POLICE DEPARTMENTS. THE EXAMPLE OF AMALGAMATION OF BRITISH POLICE FORCES IS CITED. WITHIN INDIVIDUAL FORCES, AN ENVIRONMENT TO NURTURE PROFESSIONALIZATION MUST BE CREATED. THE POLICE OFFICER MUST BE PERMITTED, WITHIN THE FRAMEWORK OF CLEAR DEPARTMENTAL POLICIES, TO ENLARGE HIS FUNCTIONAL ROLE, EXPAND HIS SERVICE ACTIVITIES, AND EXERCISE DISCRETION WITH GREATER LATITUDE. THE TYPE OF ORGANIZATION WHICH FOSTERS PROFESSIONALIZATION IS THE FLATTENING OF THE PYRAMID OF COMMAND BY SHORTENING UNNECESSARILY LONG CHAINS OF COMMAND. EACH SUPERVISOR WOULD THUS HAVE TO DEPEND LESS ON IMPERIOUS ORDER-GIVING AND INSISTENCE UPON THE PREROGATIVES OF COMMAND AND MORE ON GAINING A HIGH LEVEL OF SUBORDINATE COOPERATION AND COORDINATION. INDIVIDUAL OFFICERS SHOULD BE APPOINTED THROUGH RATIONAL, FAIR, UNAMBIGUOUS EMPLOYMENT STANDARDS, AND THERE SHOULD BE VIGILANCE AGAINST DISCRIMINATORY PRACTICES.

10. **J. P. MCIVER. MEASURES OF METROPOLITAN POLICE INDUSTRY STRUCTURE, SERVICE STRUCTURE MATRICES FOR THE ALBANY/GEORGIA SMSA (STANDARD METROPOLITAN STATISTICAL AREA)—POLICE SERVICES STUDY TECHNICAL REPORT.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 27 p. 1975. **NCJ-36772**

SERVICE STRUCTURE MATRICES ILLUSTRATE THE COMPUTATION OF THE MEASURES OF THE STRUCTURE OF INTER-ORGANIZATIONAL ARRANGEMENTS FOR POLICING IN METROPOLITAN AREAS. CONSUMERS AND PRODUCERS FOR EACH OF TEN POLICE SERVICES, HALF 'DIRECT' AND HALF 'AUXILIARY' ARE ARRAYED ON A MATRIX. EACH CELL IN A MATRIX IDENTIFIES A DYADIC RELATIONSHIP BETWEEN ONE PRODUCER (POLICE AGENCY) AND ONE CONSUMER (SERVICE AREA) FOR A PARTICULAR SERVICE. WITHIN EACH CELL OF A MATRIX AS MANY AS SIX SERVICE CODE INDICATORS APPEAR TO DESCRIBE RELATIONSHIPS BETWEEN A PRODUCER AND A CONSUMER. THE FIRST LETTER DESCRIBES THE PROVISION OF POLICE SERVICES BY THE PRODUCER TO THE CONSUMER AS IRREGULAR, REGULAR, COORDINATED, OR ALTERNATED. THE SECOND CODE DESCRIBES THE RELATIONSHIP AS WRITTEN, UNWRITTEN, OR OWN. THE THIRD CODE INDICATES WHETHER OR NOT THE SERVICE IS PRODUCED FOR A FEE OR BY OWN. THE LAST THREE CODES ARE USED ONLY TO DESCRIBE 'ALTERNATE' RELATIONSHIPS. THE FOURTH CODE NOTES EXCLUSIVE OR NON-EXCLUSIVE SERVICE, THE FIFTH CODE IDENTIFIES THE TYPE OF ALTERNATE PRODUCTION OF SERVICE, AND THE FINAL CODE INDICATES THE LOCATION OF THE ALTERNATE SERVICE PROVISION. THE POLICE SERVICES DESCRIBED ARE BURGLARY INVESTIGATION, HOMICIDE INVESTIGATION, GENERAL AREA PATROL, TRAFFIC PATROL, TRAFFIC INVESTIGATION, DISPATCH, TRAINING, DETENTION, AND CRIME LAB ANALYSIS (BOTH CHEMICAL AND NARCOTICS). FOR EACH SERVICE 23 STRUCTURAL MEASURES APPEAR BELOW THE MATRIX. FOR AN EXPLANATION OF THESE MEASURES, SEE NCJ-36781.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

11. **NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS. POLICE—REPORT OF THE NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS, 1973.** 687 p. 1973. **NCJ-10858**

SUGGESTIONS FOR OVERALL IMPROVEMENT IN DELIVERY OF POLICE SERVICES FOR GREATER PROTECTION AGAINST CRIME. THE NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS CONSIDERS THE PATROLMAN THE PRIMARY FORCE IN REDUCING AND PREVENTING CRIME AND THUS DIRECTS ITS REPORT RECOMMENDATIONS TOWARD INCREASING POLICE EFFECTIVENESS. SUGGESTIONS FOR IMPROVEMENTS IN POLICE FUNCTIONS ARE PRESENTED IN THE AREAS OF WORKING WITH THE COMMUNITY, PLANNING AND ORGANIZATION, TECHNOLOGY AND SUPPORT SERVICES, AND FISCAL MANAGEMENT. PLANNING AND ORGANIZATION OF CONSOLIDATED AND INTERAGENCY OPERATIONS ARE ADDRESSED IN CHAPTERS 5 AND 7. COOPERATION AND COORDINATION WITH OTHER CRIMINAL JUSTICE AGENCIES IS REPEATEDLY EMPHASIZED. THESE PROPOSALS APPEAR IN THE FORM OF MORE THAN 120 SPECIFIC STANDARDS AND RECOMMENDATIONS THAT SPELL OUT WHERE, WHY, AND HOW THESE IMPROVEMENTS CAN AND SHOULD BE MADE IN THE POLICE SEGMENT OF THE CRIMINAL JUSTICE SYSTEM. REPORT ON POLICE IS A REFERENCE WORK FOR THE PRACTITIONER--PATROLMAN TO POLICE CHIEF--AS WELL AS FOR THE INTERESTED LAYMAN. BEFORE IMPLEMENTING ANY OF THE CHANGES ADVOCATED, POLICE DEPARTMENTS ARE ADVISED TO DETAIL THE LEGAL LIMITS OF POLICE AUTHORITY AND DEVELOP GUIDELINES FOR THE EXERCISE OF THAT AUTHORITY. IN ORDER TO IMPROVE COOPERATION BETWEEN THE POLICE AND THE COMMUNITY IT IS SUGGESTED THAT POLICE AGENCIES ESTABLISH A SPECIALIZED UNIT FOR MAINTAINING COMMUNICATION WITH CITIZENS. EACH POLICE DEPARTMENT SHOULD ENCOURAGE AND PARTICIPATE IN NEIGHBORHOOD SECURITY PROGRAMS AND ESTABLISH PROCEDURES TO FACILITATE PROCESSING OF

COMPLAINTS. SUGGESTIONS FOR MORE EFFECTIVE UTILIZATION OF MANPOWER INCLUDE CONTINUED CONSOLIDATION, STRICTER PERSONNEL REQUIREMENTS, INCREASED EMPLOYEE BENEFITS, AND THE EMPLOYMENT OF MORE WOMEN, MINORITIES, AND CIVILIANS IN POLICE WORK.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: SUPERINTENDENT OF DOCUMENTS GPO—PHILADELPHIA, PUBLIC DOCUMENTS DISTRIBUTION, CENTER, 5801 TABOR AVENUE, PHILADELPHIA, PA 19120 Stock Order No. 2700-00174; NTIS Accession No. PB 230 029/AS; NCJRS MICROFICHE PROGRAM.

12. **D. NORRGARD. REGIONAL LAW ENFORCEMENT—A STUDY OF INTERGOVERNMENTAL COOPERATION AND COORDINATION.** 58 p. 1969. **NCJ-07175**

ADVANTAGES OF INTERGOVERNMENTAL PROGRAMS AND ARRANGEMENTS IN THE AREA OF LOCAL LAW ENFORCEMENT AND THE MEANS FOR IMPLEMENTING SUCH PROGRAMS. SMALLER POLICE JURISDICTIONS FACE EVER-INCREASING PROBLEMS IN VIEW OF CONTINUALLY RISING OPERATIONAL COSTS AND THE FACT THAT THE CRIMINAL IN A MODERN VEHICLE IS NO RESPECTER OF JURISDICTIONAL BOUNDARIES. THIS WORK DISCUSSES THE PROBLEM AND SUGGESTS SOLUTIONS THROUGH COORDINATION OR CONSOLIDATION OF VARIOUS UNITS. THE AUTHOR BEGINS WITH A BRIEF OVERVIEW OF THE QUALITY AND QUANTITY OF SERVICE OF SEVERAL POLICE AGENCIES REPRESENTATIVE OF METROPOLITAN AREAS. AFTER COVERING AREAS THAT HE BELIEVES TO BE BELOW REQUIRED LEVELS, HE DISCUSSES VARIOUS MEANS BY WHICH REGIONAL LAW ENFORCEMENT PROGRAMS MIGHT BE ORGANIZED TO GREATER ADVANTAGE. FUNCTIONS SUCH AS THE FOLLOWING ARE ANALYZED IN TERMS OF THEIR CAPABILITY OF BEING PERFORMED ON AN AREAWIDE BASIS—RECRUITMENT AND TRAINING OF PERSONNEL, PLANNING AND RESEARCH OPERATIONS, MANAGEMENT OF RECORDS, COMMUNICATIONS, DETENTION, LABORATORY SERVICES, CRIMINAL INVESTIGATION, VICE REPRESSION, JUVENILE DELINQUENCY CONTROL, AND SPECIAL TASK FORCE OPERATIONS. NUMEROUS EXAMPLES OF COORDINATED OR CONSOLIDATED PROGRAMS CURRENTLY IN OPERATION ARE CITED. THROUGHOUT THE DISCUSSION, THERE IS EMPHASIS ON REORGANIZATION AND INTEGRATION OF POLICE SERVICES, BUT WITHOUT UNNECESSARY SACRIFICE OF LOCAL CONTROL.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637.

13. **E. OSTROM. ON RIGHTEOUSNESS, EVIDENCE, AND REFORM—THE POLICE STORY.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 29 p. **NCJ-29529**

THE AUTHOR REVIEWS THE CASE FOR POLICE CONSOLIDATION AND FINDS THAT THERE IS ABSOLUTELY NO EVIDENCE SUPPORTING THE IDEA THAT CONSOLIDATION LEADS TO IMPROVED OR LESS COSTLY POLICE SERVICES. THE ARTICLE TRACES THE DEVELOPMENT OF THE CONCEPT OF THE TOTAL CONSOLIDATION OF LOCAL POLICE DEPARTMENTS FROM THE 1967 PRESIDENT'S COMMISSION. IT FINDS THAT ALTHOUGH THE BELIEF THAT THE MERGER OF SMALL LOCAL AGENCIES WILL LEAD TO IMPROVED EFFICIENCY AND PROVIDE MORE COST-EFFECTIVE POLICE SERVICES IS WIDE-SPREAD AND OFTEN QUOTED, THERE IS ABSOLUTELY NO EMPIRICAL EVIDENCE TO SUPPORT THIS CONTENTION. USING THE RESULTS OF A NUMBER OF EARLIER STUDIES CONDUCTED BY THE AUTHOR AND HER ASSOCIATES, THE AUTHOR INDICATES THAT THE EVIDENCE IS THAT SMALLER POLICE DEPARTMENTS PROVIDE GENERALLY BETTER POLICE FIELD SERVICES FOR LESS COST THAN LARGE DEPARTMENTS, AND THAT THERE IS SOME EVIDENCE THAT MEDIUM-SIZE DEPARTMENTS ARE THE MOST EFFECTIVE AND LEAST COSTLY FOR THE QUALITY AND AMOUNT OF SERVICES RENDERED. SHE CONCLUDES THAT CERTAIN ECONOMIES OF SCALE MIGHT RESULT FROM THE CONSOLIDATION OF CERTAIN SUPPORT SERVICES IN SMALL LOCAL DEPARTMENTS SUCH AS CRIMINALISTICS, BUT THAT THERE IS EVERY INDICATION THAT THE CONSOLIDATION OF FIELD SERVICES WILL REDUCE THE QUALITY OF SERVICES RENDERED, AND MAKE THEM MORE COSTLY.

Supplemental Notes: PRESENTED AT WORKSHOP IN POLITICAL THEORY AND POLICY ANALYSIS. ALSO PUBLISHED IN URBAN AFFAIRS QUARTERLY, V 10, P 464-486.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

14. **E. OSTROM , R. B. PARKS, and G. P. WHITAKER. DEFINING AND MEASURING STRUCTURAL VARIATIONS IN INTERORGANIZATIONAL ARRANGEMENTS.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 34 p. 1974. **NCJ-17860**

EXAMINATION OF THE RELEVANT EFFECTS OF THE STRUCTURE OF INTERORGANIZATIONAL ARRANGEMENTS AMONG POLICE AGENCIES SERVING A COMMON METROPOLITAN AREA. A GENERAL APPROACH TO THE PROBLEM OF CONCEPTUALIZING INTERORGANIZATIONAL ARRANGEMENTS AMONG POLICE AGENCIES IN A METROPOLITAN AREA IS DESCRIBED. THE APPROACH IS BASED ON THE CONCEPT OF A PUBLIC SERVICE INDUSTRY. THE USE OF SERVICE STRUCTURE MATRICES TO DELINEATE THE SERVICE BY SERVICE CONFIGURATIONS OF A POLICE INDUSTRY IS DISCUSSED. THE AUTHORS ILLUSTRATE THE USE OF SERVICE STRUCTURE MATRICES TO DESCRIBE THE INTERORGANIZATIONAL ARRANGEMENTS AMONG POLICE AGENCIES WITHIN A SINGLE METROPOLITAN AREA. SIX MEASURES OF METROPOLITAN STRUCTURE TO BE DERIVED FROM SERVICE STRUCTURE MATRICES ARE DEFINED. THESE MEASURES ARE FRAGMENTATION, MULTIPLICTY, DUPLICATION, INDEPENDENCE, COORDINATION, AND DOMINANCE. THE USE OF SUCH MEASURES ENABLES COMPARISONS TO BE MADE ACROSS METROPOLITAN AREAS. THESE MEASURES ARE UTILIZED TO COMPARE THE STRUCTURE OF THE POLICE INDUSTRIES IN THREE METROPOLITAN AREAS WITH RESPECT TO FOUR TYPES OF POLICE SERVICES. THE USE OF STRUCTURAL MEASURES IN PUBLIC POLICY ANALYSIS IS ALSO DISCUSSED. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

15. **E. OSTROM, R. B. PARKS, and G. P. WHITAKER. PATTERNS OF METROPOLITAN POLICING.** BALLINGER PUBLISHING COMPANY, 17 DUNSTER STREET, HARVARD SQUARE, CAMBRIDGE MA 02138. 378 p. 1978. **NCJ-47559**

A BROAD OVERVIEW OF THE ORGANIZATION OF POLICE SERVICES IN SMALL-SIZED TO MEDIUM-SIZED METROPOLITAN AREAS IN THE UNITED STATES IS PRESENTED WITHIN THE FRAMEWORK OF AN INDUSTRY MODEL OF SERVICE DELIVERY. THE INDUSTRY APPROACH, WHICH VIEWS POLICE SERVICES FROM THE PERSPECTIVE OF PRODUCERS AND CONSUMERS, IS USED TO EXPLORE THE INTERORGANIZATIONAL ARRANGEMENTS FOR THE DELIVERY OF POLICE SERVICES. THE STUDY UTILIZED A RANDOM SAMPLE OF 80 STANDARD METROPOLITAN STATISTICAL AREAS WITH A POPULATION OF UNDER 1.5 MILLION. DATA WERE COLLECTED FROM STATE SOURCES, INDIVIDUAL POLICE AGENCIES, TELEPHONE AND MAIL CONTACTS, AND PERSONAL FIELD CONTACTS; HOWEVER, DATA ON THE QUALITY OF POLICE SERVICES WERE NOT AVAILABLE. MEASURES OF FRAGMEN-

TATION, MULTIPLICITY, INDEPENDENCE, AUTONOMY, AND DOMINANCE WERE CONSIDERED. THE INDUSTRY MODEL OF PRODUCTION RELATIONSHIPS, ILLUSTRATED BY THE SERVICE MATRIX—DATA DISPLAY FORM -IS EXPLAINED. DIRECT POLICE SERVICES, THOSE WHICH ARE SUPPLIED DIRECTLY TO CITIZENS BY POLICE AGENCIES, ARE DISCUSSED IN TERMS OF THE TYPE OF AGENCY WHICH PRODUCES THEM. GENERAL AREA PATROL IS CONDUCTED MAINLY BY MUNICIPAL AND COUNTY AGENCIES, AND IT OCCUPIES THE LARGEST NUMBER OF PERSONNEL. TRAFFIC CONTROL IS PERFORMED BY LOCAL AGENCIES AS WELL AS STATE POLICE AND HIGHWAY PATROL DEPENDING ON JURISDICTION OVER THE PARTICULAR STREET OR ROAD. MOST LOCAL POLICE AGENCIES ASSIGN TRAFFIC DUTIES TO THE GENERAL PATROL OFFICERS. WHILE VERY FEW SMALL AGENCIES INVESTIGATE CASES OF HOMICIDE, WHICH ARE USUALLY COVERED BY THE COUNTY AGENCIES, MINOR CRIMINAL INVESTIGATIONS ARE HANDLED BY LOCAL AGENCIES. AUXILIARY SERVICES (RADIO COMMUNICATION, ADULT PRETRIAL DETENTION, ENTRY-LEVEL TRAINING, AND CRIME LABORATORY ANALYSIS) ARE NOT PRODUCED BY ALL DEPARTMENTS, BUT ARE SHARED BETWEEN VARIOUS AGENCIES. RADIO COMMUNICATIONS ARE PROVIDED BY ABOUT 70 PERCENT OF THE AGENCIES; FREQUENCIES AND MONITORING ARE OFTEN SHARED BETWEEN DEPARTMENTS IN METROPOLITAN AREAS. MOST AREAS HAVE ONLY ONE FACILITY FOR PRETRIAL DETENTION, WHICH IS SHARED BETWEEN ALL OF THE LOCAL AGENCIES. ENTRY-LEVEL TRAINING IS REQUIRED BY LAW IN MOST STATES, WITH LARGER AGENCIES REQUIRING A LONGER TRAINING PERIOD FOR THEIR RECRUITS. CHEMICAL ANALYSIS AND OTHER LABORATORY WORK IS AVAILABLE TO ALL POLICE AGENCIES, EVEN WHEN THEY DO NOT HAVE THEIR OWN LABORATORIES. MANY POLICE DEPARTMENTS IN METROPOLITAN AREAS SHARE FACILITIES AND OTHER AUXILIARY SERVICES, WITH BOTH FORMAL AND INFORMAL ARRANGEMENTS FOR MUTUAL ASSISTANCE. THIS REPORT SHOWS THAT THERE WAS MORE COOPERATION BETWEEN AGENCIES THAN WAS EXPECTED. EVALUATIVE RESEARCH INTO ALTERNATIVES FOR THE DIVISION OF SERVICES IS SUGGESTED. TABULAR DATA ILLUSTRATE THE REPORT. APPENDIXES INCLUDE A GLOSSARY OF TERMS AND A LIST OF OTHER REPORTS MADE THROUGH THIS STUDY.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: BALLINGER PUBLISHING COMPANY, 17 DUNSTER STREET, HARVARD SQUARE, CAMBRIDGE MA 02138.

16. **E. OSTROM, R. B. PARKS, and G. P. WHITAKER. POLICING METROPOLITAN AMERICA.** NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550. 57 p. **NCJ-42877**

THIS STUDY OF POLICE SERVICES DELIVERY IN 80 SMALL—TO MEDIUM-SIZED METROPOLITAN AREAS FOUND THAT THE DIVERSITY IN SIZE AND SERVICES AMONG AGENCIES DOES NOT SEEM TO RESULT IN DUPLICATION, CONFUSION, OR NONCOOPERATION. EIGHTY STANDARD, METROPOLITAN STATISTICAL AREAS WERE SELECTED IN A STRATIFIED, RANDOM SAMPLE. ALL AGENCIES CONDUCTING GENERAL AREA PATROL, TRAFFIC PATROL, TRAFFIC ACCIDENT INVESTIGATION, RESIDENTIAL BURGLARY INVESTIGATION, OR HOMICIDE INVESTIGATION FOR RESIDENTS OF EACH STANDARD METROPOLITAN STATISTICAL AREA WERE INCLUDED. DATA FOR THE STUDY WERE GATHERED FROM THESE POLICE AGENCIES THROUGH PERSONAL INTERVIEWS AND INSPECTION OF DOCUMENTS SUPPLEMENTED BY TELEPHONE AND MAIL COMMUNICATION. USING THIS INFORMATION, THE RESEARCHERS INVESTIGATED THREE BROAD AREAS: 1) WHAT AGENCIES PRODUCE POLICE SERVICES AND WHAT LEVELS OF SERVICE ARE PROVIDED? 2) HOW MUCH DUPLICATION AND COOPERATION IS THERE IN THE DELIVERY OF SERVICES? AND 3) HOW IS THE SIZE OF AGENCIES RELATED TO SERVICE DELIVERY? ON THE BASIS OF DATA GATHERED IN THIS STUDY, THE RESEARCHERS CONCLUDE THAT THE DIVERSITY IN SIZE OF AGENCIES AND THE DIFFERENT COMBINATIONS OF SERVICES THEY PRODUCE ARE NOT NECESSARILY WASTEFUL OR CONFUSING. THERE APPEARED TO BE LITTLE DUPLICATION BY SMALL- TO MEDIUM-SIZED POLICE AGENCIES. MOST POLICE DEPARTMENTS SEEMED TO KNOW WHAT SERVICES THEY ARE RESPONSIBLE FOR AND WHERE TO DELIVER THEM. JURISDICTIONAL BOUNDARIES WERE GENERALLY OPEN FOR FRESH PURSUIT AND FOR MUTUAL ASSISTANCE IN EMERGENCIES. INSTANCES OF DUPLICATION, OF CONFUSION, AND OF NONCOOPERATION WERE FOUND, BUT THEY WERE NOT THE COMMON PATTERN. THE AUTHORS CONCLUDE THAT REORGANIZATION OR METROPOLITAN POLICING NEEDS TO BE BASED ON A REALISTIC ASSESSMENT OF THE RESOURCES AND NEEDS OF EACH PARTICULAR METROPOLITAN AREA. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: GPO. Stock Order No. 038-000-00317-8.

17. **E. OSTROM, R. B. PARKS, and G. P. WHITAKER. PUBLIC SERVICES INDUSTRY APPROACH TO THE STUDY OF POLICE IN METROPOLITAN AREAS—POLICE SERVICES STUDY TECHNICAL REPORT.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 37 p. 1976. **NCJ-36781**

THIS REPORT DISCUSSES MEASURES WHICH PROVIDE A METHOD FOR DESCRIBING DIFFERENCES AND SIMILARITIES IN INTERORGANIZATIONAL ARRANGEMENTS FOR DIFFERENT POLICE SERVICES WITHIN A METROPOLITAN AREA. A PRIVATE INDUSTRY (PRODUCERS/CONSUMERS) APPROACH IS USED TO DESCRIBE THE PATTERNS OF SERVICE DELIVERY BETWEEN POLICE AGENCIES AND INDIVIDUAL CITIZENS OR HOUSEHOLDS AND THE PATTERNS OF RELATIONSHIPS AMONG DIFFERENT AGENCIES IN THE FAYETTEVILLE, NORTH CAROLINA, STANDARD METROPOLITAN STATISTICAL AREA (SMSA). BOTH DIRECT (GENERAL AREA PATROL, TRAFFIC INVESTIGATION, BURGLARY INVESTIGATION) AND INTERMEDIATE (RADIO COMMUNICATIONS, ENTRY-LEVEL TRAINING, ADULT PRETRIAL DETENTION) SERVICES ARE MEASURED ACCORDING TO EACH OF SEVEN SERVICE AREAS AND TO THE TYPE OF PRODUCTION (REGULAR OR IRREGULAR). THE RELATIONSHIPS AMONG PRODUCERS AND THEIR CONSUMERS ARE ARRAYED IN A SERVICE MATRIX ACCORDING TO THE FOLLOWING SERVICE DELIVERY MEASURES: FRAGMENTATION, MULTIPLICITY, INDEPENDENCE, AUTONOMY, ALTERNATION, COORDINATION, DUPLICATION, AND DOMINANCE. FRAGMENTATION IS DEFINED AS THE NUMBER OF SERVICE AREAS FOR THE SERVICE, MULTIPLICITY AS THE NUMBER OF PRODUCERS OF THE SERVICE, AND INDEPENDENCE AS THE NUMBER OF SERVICE AREAS RECEIVING SERVICE FROM THEIR OWN PRODUCER DIVIDED BY THE TOTAL NUMBER OF SERVICE AREAS. AUTONOMY IS THE NUMBER OF SERVICE AREAS RECEIVING SERVICE FROM THEIR OWN PRODUCERS EXCLUSIVELY DIVIDED BY THE TOTAL NUMBER OF SERVICE AREAS. COORDINATION IS THE NUMBER OF SERVICE AREAS RECEIVING SERVICE FROM A COORDINATED ARRANGEMENT BETWEEN TWO OR MORE PRODUCERS DIVIDED BY THE TOTAL NUMBER OF SERVICE AREAS. ALTERNATION IS DEFINED AS THE NUMBER OF SERVICE AREAS RECEIVING SERVICE FROM ALTERNATING PRODUCERS IN TIME, SPACE OR CLIENTELE DIVIDED BY THE TOTAL NUMBER OF SERVICE AREAS. DUPLICATION OCCURS WHEN A SERVICE AREA RECEIVES A SERVICE FROM TWO OR MORE SEPARATE PRODUCERS AND DOMINANCE COUNTS THE NUMBER OF SERVICE AREAS SERVED BY THE

LARGEST PRODUCER IN THE METROPOLITAN AREA. FOR A RELATED DOCUMENT, SEE NCJ-36772.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

16. **H. P. PACHON and N. P. LOVRICH JR. CONSOLIDATION OF URBAN PUBLIC SERVICES—A FOCUS ON THE POLICE.** AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION, 1225 CONNECTICUT AVENUE, NW, WASHINGTON DC 20036. *PUBLIC ADMINISTRATION REVIEW,* V 37, N 1 (JANUARY/FEBRUARY 1977), P 38-47. **NCJ-39449**

THIS ARTICLE REVIEWS THE BODY OF PUBLIC ADMINISTRATION LITERATURE WHICH IS HIGHLY CRITICAL OF MUNICIPAL CONSOLIDATION, AND, IN PARTICULAR, AS CONSOLIDATION RELATES TO THE PROVISION OF POLICE SERVICES. CONSIDERED ARE THE MAJOR ASSERTIONS WHICH THE 'ANTI-CONSOLIDATIONISTS' MAKE IN SPECIFIC REFERENCE TO THE CONSOLIDATION OF URBAN POLICE DEPARTMENTS: 1) THAT LARGER POLICE DEPARTMENTS ARE NOT MORE EFFICIENT OR ECONOMICAL; AND 2) THAT CITIZEN SATISFACTION WITH URBAN POLICE SERVICES VARIES INVERSELY WITH THE SIZE OF THE MUNICIPALITY. ON THE FIRST ASSERTION THE AUTHORS FIND THAT EVIDENCE IS STILL INCONCLUSIVE REGARDING THE ECONOMY AND EFFICIENCY OF LARGER POLICE DEPARTMENTS. TO EVALUATE THE SECOND ASSERTION CAMPBELL AND SCHUMAN'S STUDY OF CITIZEN ATTITUDES IN 15 AMERICAN CITIES WAS REANALYZED. THE RESULTS INDICATE THAT, CONTRARY TO THE ANTI-CONSOLIDATIONIST VIEW POINT, CITIZEN SATISFACTION WITH POLICE SERVICES IS MORE A REFLECTION OF THE DIFFERENTIATED SOCIOECONOMIC CHARACTERISTICS OF CENTRAL CITIES AND SUBURBAN CITIES THAN A FUNCTION OF CITY SIZE. EVIDENCE FURTHER SUGGESTS THAT 'IF ALL THINGS WERE EQUAL,' LARGER JURISDICTIONS WOULD PRODUCE MORE SATISFYING POLICE SERVICES. (AUTHOR ABSTRACT)

19. **R. B. PARKS. POLICE PATROL IN METROPOLITAN AREAS—IMPLICATIONS FOR RESTRUCTURING THE POLICE—POLICE SERVICES STUDY TECHNICAL REPORT.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 31 p. 1976. **NCJ-36779**

PRESENTATION OF DATA COLLECTED FROM 80 METROPOLITAN AREAS ACROSS THE UNITED STATES CONCERNING THE RELATIONSHIP BETWEEN THE MULTIPLICITY AND/OR FRAGMENTATION OF METROPOLITAN POLICE AGENCIES AND POLICE PERFORMANCE. THIS DOCUMENT CONTAINS PRELIMINARY ANALYSES OF DATA COLLECTED ON POLICE INDUSTRY STRUCTURE AND PATROL ACTIVITY LEVELS IN METROPOLITAN AREAS. MULTIPLE REGRESSION ANALYSES WERE CONDUCTED TO DETERMINE THE RELATIONSHIPS AMONG METROPOLITAN POLICE INDUSTRY STRUCTURES, METROPOLITAN POLICE PATROL DEPLOYMENT, AND METROPOLITAN POLICE PATROL DENSITY. IT IS CONCLUDED THAT RESTRUCTURING POLICE SERVICE DELIVERY ALONG THE LINES RECOMMENDED BY NATIONAL STUDY COMMISSIONS MIGHT WELL LEAD TO LOWER LEVELS OF POLICE PERFORMANCE FOR THE MANY FUNCTIONS CARRIED OUT BY THE PATROL FORCE.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

20. **A. L. PASQUAN. ALTERNATIVES IN POLICE ORGANIZATION IN RURAL AREAS IN THE UNITED STATES.** 304 p. 1971. **NCJ-49432**

FRAGMENTATION OF POLICE SERVICES IN RURAL WHITMAM COUNTY, WASH., IS EXAMINED, AND ORGANIZATIONAL ALTERNATIVES ARE EXPLORED. THE STUDY OPENS WITH A REVIEW OF THE HISTORY OF LAW ENFORCEMENT, WITH EMPHASIS ON FACTORS THAT MAY ACCOUNT FOR FRAGMENTATION. THE STATUS OF ENABLING LEGISLATION FOR INTERGOVENMENTAL POLICE SERVICE CONSOLIDATION AGREEMENTS THROUGHOUT THE UNITED STATES IS ASSESSED. VARIOUS ORGANIZATIONAL APPROACHES TO CONSOLIDATED POLICE SYSTEMS AND INTERGOVERNMENTAL AGREEMENT CONCEPTS ARE DESCRIBED. THE STATUS OF POLICE ORGANIZATION IN WHITMAN COUNTY IS EVALUATED. THE COUNTY'S 19 SEPARATE LAW ENFORCEMENT AGENCIES INCLUDE THE STATE HIGHWAY PATROL, THE COUNTY SHERIFF, THE WASHINGTON STATE UNIVERSITY SECURITY FORCE, AND 16 LOCAL LAW ENFORCEMENT JURISDICTIONS (CITIES, TOWNS, AND VILLAGES). THE FUNCTIONS OF STAFF SERVICES, AUXILLIARY SERVICES, AND FIELD OPERATION PROGRAMS PERFORMED BY EACH AGENCY ARE ANALYZED AND DESCRIBED IN DETAIL. THE FEASIBILITY OF INTERGOVERNMENTAL COOPERATION AND COORDINATION AMONG THE LAW ENFORCEMENT ENTITIES OF WHIT'MAN COUNTY IN THE FORM OF A CONSOLIDATED POLICE SYSTEM OR AN INTEGRATED POLICE FUNCTION IS CONSIDERED. A NEW SYSTEM IS ENVISIONED IN WHICH A COUNTY POLICE DEPARTMENT WOULD PROVIDE TOTAL LAW ENFORCEMENT SERVICES TO ALL CITIES AND TOWNS ON AN INTERGOVERNMENTAL CONTRACTUAL BASIS. COPIES OF STUDY INSTRUMENTS, SUPPORTING DOCUMENTATION, AND A BIBLIOGRAPHY ARE PROVIDED. (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: UNIVERSITY OF IDAHO—DOCTORAL DISSERTATION.

Availability: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR MI 48106. Stock Order No. 72-2107.

21. **PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. COORDINATION AND CONSOLIDATION OF POLICE SERVICE.** 300 p. 1966. **NCJ-00284**

ANALYSIS OF THE PROBLEMS OF LOCAL POLICE ADMINISTRATION AND POTENTIAL OF COORDINATION OR CONSOLIDATION OF SERVICES AS AN AID TO REPRESSION OF CRIME. TOPICS COVERED ARE—OBSTACLES TO COORDINATION AND CONSOLIDATION, LEGAL, POLITICAL, SOCIAL AND ECONOMIC, COORDINATION AND CONSOLIDATION OF STAFF SERVICES, RECRUITMENT, TRAINING, AND PLANNING, COORDINATION AND CONSOLIDATION OF AUXILIARY SERVICES, RECORDS, COMMUNICATIONS, DETENTION FACILITIES, AND LABORATORY SERVICES, COORDINATION AND CONSOLIDATION OF SELECTED FIELD SERVICES, CRIMINAL INVESTIGATION, CONTROL OF DELINQUENCY, VICE CONTROL, AND SPECIAL TASK FORCE OPERATIONS, POLICE SERVICE AND JURISDICTIONAL CONSOLIDATION, UNDER METROPOLITAN GOVERNMENT, THROUGH COUNTY SUBORDINATE SERVICE, DISTRICTS, ANNEXATION, CONTRACT LAW ENFORCEMENT, AND SPECIAL DISTRICTS, AND ROLE OF THE STATE IN IMPROVING LOCAL POLICE SERVICE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

22. **E. TOPOREK and G. H. BRUNS. HISTORICAL PERSPECTIVE OF POLICE DEVELOPMENT IN AMERICA.** ARIZONA STATE UNIVERSITY. 62 p. **NCJ-27267**

HIGH CRIME RATES HAVE LED TO PUBLIC DISSATISFACTION WITH EXISTING POLICE ACTIVITIES AND ORGANIZATIONS, PROMPTING A CALL FOR COORDINATION AND CENTRALIZATION OF LAW ENFORCEMENT AGENCIES IN AMERICA. TO EXPLAIN THE PRESENT FRAGMENTATION, PROLIFERATION, AND MULTILAYERING OF POLICE JURISDICTIONS IN THE U.S., POLICE DEVELOPMENT IS REVIEWED HISTORICALLY. THE GRADUALLY EMERGING SOCIAL NEED FOR POLICE ACTIVITIES ENSURING PEACE AND SAFETY IN THE COMMUNITY IS TRACED FROM PRIMITIVE SOCIETIES TO ANCIENT ROME, WHERE THE FIRST POLICE FORCE WAS DEDICATED TO THE ENFORCEMENT OF PUBLIC ORDER AND THE PREVAILING

LAW. ENGLISH TRADITIONS OF COMMUNITY RESPONSIBILITY AND LOCAL LAW ENFORCEMENT ARE DETAILED BECAUSE OF THEIR INFLUENCE ON POLICE ORGANIZATIONS IN THE U.S. THE LACK OF UNIFORMITY IN THE POLICE SYSTEM IN AMERICA REFLECTS THE HISTORICAL SETTLEMENT OF THE COUNTRY AND ITS DIVERSE IMMIGRANTS WHO ADAPTED THEIR HERITAGE AND IDEOLOGIES TO LOCAL CONDITIONS. FOR EXAMPLE, IN VIRGINIA THE SHERIFF FORM OF LAW ENFORCEMENT, BASED ON THE ENGLISH 'SHIRE REEVE,' TO THE COUNTRY FORM OF GOVERNMENT, WHILE POLICE CONSTABLES AND THE NIGHT WATCH (ALSO FROM AN ENGLISH PROTOTYPE) WERE ADOPTED IN NEW ENGLAND TOWNS. GROWTH OF URBAN INDUSTRIAL COMMUNITIES NECESSITATED THE ADDITION OF THE DAY WATCH. EVENTUALLY, BOTH WERE COMBINED TO FORM ACTUAL POLICE FORCES; THE FIRST WAS ESTABLISHED IN NEW YORK IN 1844. UNIFORM POLICE ENFORCEMENT ON A STATEWIDE BASIS BEGAN IN 1905 WITH THE PENNSYLVANIA STATE CONSTABULARY. IN ADDITION TO THE MUNICIPAL AND STATE POLICE AGENCIES, VARIOUS FEDERAL POLICE AGENCIES EVOLVED TO DEAL WITH INTERSTATE ACTIVITIES AND VIOLATIONS OF FEDERAL LAWS. THUS, THE MAJOR PROBLEM WITH THE AMERICAN POLICE SYSTEM IS THE LACK OF UNIFORMITY FROM LOCALITY TO LOCALITY AND THE MULTIPLICITY OF JURISDICTIONAL LEVELS. LACK OF COOPERATION AND EVEN DIRECT COMPETITION BETWEEN THESE AGENCIES MUST BE ELIMINATED. CENTRALIZED POLICE ADMINISTRATION, HOWEVER, IS CONTRARY TO AMERICAN TRADITION OF LOCAL CONTROL OVER POLICE AGENCIES. NOTES AND A BIBLIOGRAPHY ARE INCLUDED.

Availability: NCJRS MICROFICHE PROGRAM.

23. **UNIVERSITY CITY SCIENCE CENTER 1717 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. JUDGEMENTAL ASSESSMENT OF CONTRACT LAW ENFORCEMENT.** 90 p. 1976. **NCJ-43367**

AS PART OF A NATIONAL EVALUATION OF CONTRACT LAW ENFORCEMENT, THIS REPORT CRITICALLY VIEWS CONTRACT PROGRAMS FROM THE PERSPECTIVE OF THOSE WHO ARE INVOLVED IN AND COMMITTED TO CONTRACTING. THE DATA PRESENTED IN THIS STUDY ARE BASED LARGELY ON STATED IMPRESSIONS OF A NUMBER OF INDIVIDUALS INVOLVED IN CONTRACTING. THE REPORT IS DIVIDED INTO FOUR CHAPTERS. CHAPTER I IDENTIFIES AND DESCRIBES THE TYPES OF CONTRACTS WHICH ARE POSSIBLE AND WHICH ARE IN EFFECT. INSTITUTIONAL RELATIONSHIPS AND THE LAW ENFORCEMENT SERVICES WHICH CAN BE AND ARE DELIVERED UNDER CONTRACT ARE ANALYZED. CHAPTER II IDENTIFIES WHAT SELECTED INTERESTS INVOLVED IN CONTRACT PROGRAMS EXPECT FROM THESE PROGRAMS, WHILE CHAPTER III DESCRIBES TO WHAT EXTENT THESE EXPECTATIONS ARE REALIZED. ISSUES WHICH COULD PROVIDE ANSWERS TO LOCAL LAW ENFORCEMENT NEEDS ARE ADDRESSED IN CHAPTER IV. FUTURE INQUIRY IN THE AREA OF CONTRACT LAW ENFORCEMENT SHOULD USE EXISTING INFORMATION AS THE FOUNDATION FOR EXPERIMENTS WITH COMPARABLE COMMUNITIES. SUCH RESEARCH COULD EXAMINE THE DELIVERY OF ALL INDIRECT SERVICES BY LAW ENFORCEMENT AGENCIES UNDER CONTRACT TO A CORE AGENCY. EXPERIENCES TO DATE INDICATE THAT CONTRACTING SHOULD BE CONSIDERED AN ALTERNATIVE IN THE DEVELOPMENT OF IMPROVED LAW ENFORCEMENT PROGRAMS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

24. **US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531; NATIONAL CONFERENCE OF STATE CRIMINAL JUSTICE PLANNING ADMINISTRATORS, 209 ST CLAIR STREET, FRANKFORT KY 40601. RECENT CRIMINAL JUSTICE UNIFICATION, CONSOLIDATION AND COORDINATION EFFORTS—AN EXPLORATORY NATIONAL SURVEY.** 40 p. 1976. **NCJ-35275**

RESULTS OF A 50-STATE QUESTIONNAIRE SURVEY SENT TO STATE CRIMINAL JUSTICE PLANNING AGENCIES TO OBTAIN INFORMATION ON CORRECTIONS, COURTS, POLICE, PROSECUTION, DEFENSE, AND TOTAL SYSTEM UNIFICATION PROGRAMS WITHIN EACH STATE. THE QUESTIONNAIRE INCLUDED A CAREFUL DEFINITION OF 'UNIFICATION' ACTIVITIES, SEVERAL 'YES-NO' QUESTIONS ON THE EXTENT TO WHICH UNIFICATION INITIATIVES IN EACH CRIMINAL JUSTICE SEGMENT WERE ACTUALLY IMPLEMENTED OR PLANNED, AND REQUESTS FOR BRIEF ONE-SENTENCE DESCRIPTIONS OF THE UNIFICATION EFFORTS INVOLVED WHEREVER 'YES' ANSWERS WERE PROVIDED. RESPONSES WERE RECEIVED FROM 43 STATES, PUERTO RICO, THE VIRGIN ISLANDS, AND GUAM. SEVEN RESPONDENTS REPORTED NO UNIFICATION ACTION AT ALL, AND ANOTHER SIX REPORTED ACTIVITY IN ONLY ONE AREA. THE REMAINING 33 JURISDICTIONS REPORTED SIGNIFICANT ACTIVITIES WITHIN TWO OR MORE OF THE SIX CRIMINAL JUSTICE AREAS. A COMPONENT BY-COMPONENT SUMMARY OF QUESTIONNAIRE RESPONSES IS PROVIDED. IN ADDITION, THE COMMENTS OF EACH STATE ON ITS UNIFICATION PROGRAMS ARE PRESENTED IN A SUPPLEMENTAL SECTION. A SECOND ONE-PAGE SUPPLEMENT PROVIDES INFORMATION ON ADDITIONAL SURVEY RESPONSES RECEIVED SINCE DELIVERY OF THE BASIC SURVEY REPORT FOR REPRODUCTION. (AUTHOR ABSTRACT MODIFIED)

Availability: NCJRS MICROFICHE PROGRAM.

25. **N. C. WALZER. ECONOMIES OF SCALE AND MUNICIPAL POLICE SERVICES.** 81 p. 1970. **NCJ-12077**

STUDY OF THE THEORY THAT AS POLICE AGENCIES GROW LARGER AND UNIFY JURISDICTIONALLY, THE PER-UNIT COST OF POLICE ACTIVITIES DECREASES. NOTWITHSTANDING THE FACT THAT 75 PERCENT OF A POLICE DEPARTMENT BUDGET IS ALLOCATED FOR WAGES AND SALARIES, THE AUTHOR CONCLUDES THAT IT IS POSSIBLE THAT A LARGER GOVERNMENTAL UNIT COULD PROVIDE A BETTER QUALITY OF SERVICE AT A LOWER COST. THIS MIGHT RESULT FROM SPECIALIZATION AND DIVISION OF LABOR, LARGER RESOURCES FROM WHICH TO DRAW DURING CRITICAL PERIODS, AND THE FACT THAT SUBSTATIONS NEED NOT BE DUPLICATIONS OF HEADQUARTERS WHERE A SINGLE DEPARTMENT SERVICES A JURISDICTION. THE AUTHOR FORMS A MODEL AND A REGRESSION EQUATION AND ANALYZES THE REGRESSION RESULTS. ALL DATA, INCLUDING THE QUESTIONNAIRE AND PRICE INDEX USED ARE INCLUDED AS IS A BIBLIOGRAPHY.

Supplemental Notes: UNPUBLISHED DISSERTATION—UNIVERSITY OF ILLINOIS.

Availability: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR MI 48106.

TOTAL CONSOLIDATION

26. **BARTELL ASSOCIATES INC, P O BOX 944, STATE COLLEGE PA 16801. TRI-CITY (PA) IMPACT PROGRAM—FINAL REPORT.** 145 p. **NCJ-43331**
HISTORY, PROJECT EVALUATION METHODOLOGY, PROJECT ANALYSIS, AND RECOMMENDATIONS FOR AN EXPERIMENTAL PROGRAM OF COOPERATIVE POLICE SERVICES FOR THE CITIES OF ARNOLD, NEW KENSINGTON, AND LOWER BURRELL ARE GIVEN. THIS PENNSYLVANIA PROGRAM WAS DESIGNED TO REDUCE FRAGMENTATION OF CRIME INVESTIGATION AND PATROL SERVICES, TO INCREASE JUVENILE CONTACTS, TO IMPROVE RECORD HANDLING, AND TO INSTALL HIGH-INTENSITY MERCURY VAPOR STREET LIGHTS IN HIGH-CRIME AREAS. EVALUATION OF THE PROGRAM WAS MADE DIFFICULT BY THE FACT THAT, BEFORE ITS INCEPTION, EACH OF THE THREE JURISDICTIONS KEPT RECORDS IN ITS OWN WAY. THE ONLY UNIFORM PREPROJECT REPORTS WERE THE UNIFORM CRIME REPORTS (UCR) SENT MONTHLY TO THE PENNSYLVANIA STATE POLICE. THEREFORE, EVALUATION WAS BASED ON UCR FIGURES FOR PART 1 CRIMES, PART 1 CRIMES CLEARED, PART 2 CRIMES, PART 2 CRIMES CLEARED, BURGLARIES, BURGLARIES CLEARED, AN APPREHENSION AND PROSECUTION INDEX, VALUE OF PROPERTY RECOVERED, REPORTED VANDALISM, AND JUVENILES FORMALLY PROCESSED. EIGHT STATISTICALLY SIGNIFICANT POSITIVE CHANGES OCCURRED. FOR NEW KENSINGTON, THE NUMBER OF PART 2 CRIMES CLEARED INCREASED, ROBBERIES CLEARED INCREASED, BURGLARIES REPORTED DECREASED, NUMBER OF JUVENILES FORMALLY PROCESSED INCREASED, AND CRIME IN THE DESIGNATED HIGH-CRIME AREA WENT DOWN. FOR ARNOLD, THE NUMBER OF ADULTS FOUND GUILTY INCREASED, AND FOR LOWER BURRELL, THE NUMBER OF PART 2 CRIMES DECREASED AND NUMBER OF ROBBERIES DECREASED. ON THE NEGATIVE SIDE, IN NEW KENSINGTON THE NUMBER OF PART 2 CRIMES INCREASED AND NUMBER OF ADULTS FOUND GUILTY DECREASED. IN ARNOLD, THE NUMBER OF PART 1 CRIMES INCREASED. IN LOWER BURRELL, THE NUMBER OF BURGLARIES INCREASED AND THE VALUE OF PROPERTY RECOVERED DECREASED. OVERALL, NEW KENSINGTON HAD 30.7 PERCENT POSITIVE INDICATIONS, 15.3 PERCENT NEGATIVE, AND 53.8 PERCENT UNCHANGED. ARNOLD HAD 7.6 PERCENT POSITIVE INDICATORS, 7.6 PERCENT NEGATIVE, AND THE REST UNCHANGED, WHILE IN LOWER BURRELL THERE WERE 15.3 PERCENT POSITIVE, 15.3 PERCENT NEGATIVE INDICATORS, AND THE REST UNCHANGED. THE BUSINESS COMMUNITY IS VERY FAVORABLE TOWARD THE PROGRAM. THE NUMBER OF SCHOOL APPEARANCES AND OTHER JUVENILE CONTACTS INCREASED FROM 291 IN 1974 TO 493 IN 1975, AND IT IS FELT THAT BY COMBINING JURISDICTIONS THE QUALITY OF THESE CONTACTS HAS IMPROVED. INVESTIGATION OF CRIMES HAS ALSO IMPROVED. CRIME HAS BEEN REDUCED IN THE AREAS OF HIGH-INTENSITY LIGHTING BUT IT IS TOO EARLY TO TELL IF THIS CRIME HAS BEEN ELIMINATED OR DISPLACED. IT IS RECOMMENDED THAT RECORDKEEPING BE STANDARDIZED AFTER BEING PURGED AND BROUGHT INTO CONFORMANCE WITH PENNSYLVANIA LAWS ON CONFIDENTIALITY. IT IS ALSO RECOMMENDED THAT CASE FOLLOWUP INVESTIGATION BE FORMALIZED, CASES REVIEWED FOR ASSIGNMENT IN A MORE ORGANIZED FASHION, AND CLEARLY DEFINED CRITERIA ESTABLISHED FOR USE OF INVESTIGATION SQUAD TIME. APPENDIXES GIVE GUIDELINES FOR PURGING FILES, PREPROJECT AND POSTPROJECT CRIME FIGURES FOR EACH CITY, AND A SAMPLE OF THE BUSINESS ATTITUDE SURVEY QUESTIONNAIRE.
Supplemental Notes: SEE ALSO EXECUTIVE SUMMARY, NCJ-43324.

27. **G. J. BENSINGER. METROPOLITANIZATION—THE METROPOLITAN TORONTO POLICE.** ILLINOIS INSTITUTE OF TECHNOLOGY INSTITUTE FOR CRIMINAL JUSTICE, 3300 SOUTH FEDERAL STREET, CHICAGO IL 60616. *POLICE LAW QUARTERLY,* V 7, N 4 (JULY 1978), P 28-34. **NCJ-49198**
THE HISTORY AND ORGANIZATION OF THE METROPOLITAN TORONTO POLICE IS OUTLINED, AND CHANGES RESULTING FROM THE 1957 CONSOLIDATION ARE REVIEWED. THE MUNICIPALITY OF METROPOLITAN TORONTO IS A CORPORATE FEDERATION OF LOCAL MUNICIPALITIES CREATED BY LEGISLATIVE ACTION IN 1953. IT COVERS 243 SQUARE MILES AND HAS A POPULATION OF OVER 2 MILLION. IN 1954 A STUDY WAS UNDERTAKEN TO DETERMINE THE DESIRABILITY OF CONSOLIDATING THE 13 POLICE DEPARTMENTS INTO A SINGLE FORCE. THIS WAS RECOMMENDED AND THE METROPOLITAN TORONTO POLICE BECAME OPERATIONAL IN JANUARY 1957. THE POLICE FORCE IS DIRECTLY RESPONSIBLE TO A BOARD OF COMMISSIONERS OF POLICE. IT INCLUDES MORE THAN 6,600 OFFICERS AND CIVILIANS, AND HAS THREE DIVISIONS—ADMINISTRATIVE, STAFF, AND FIELD OPERATIONS. RECRUITMENT AND TRAINING OF OFFICERS HAVE UNDERGONE IMPORTANT CHANGES SINCE REORGANIZATION. STANDARDS ARE SET BY THE LIEUTENANT GOVERNOR AND THE BOARD OF COMMISSIONERS OF POLICE. A

CADET SYSTEM FOR 17- TO 20-YEAR-OLDS WAS ESTABLISHED IN 1957. CADETS LEARN THE FUNDAMENTALS OF POLICE WORK THROUGH ACADEMIC ASSIGNMENTS, DRILLS, AND WORK ASSIGNMENTS. UPON GRADUATION CADETS MAY JOIN A PATROL, ASSIST IN TRAFFIC DIRECTION, OR ENFORCE PARKING REGULATIONS. AT THE AGE OF 21, CADETS BECOME ELIGIBLE TO JOIN THE FORCE AS OFFICERS. THE RECRUIT TRAINING PROGRAM, ESTABLISHED IN 1959, INTRODUCES THE RECRUIT TO ORGANIZATIONAL STRUCTURE AND REGULATIONS AND COVERS TECHNIQUES OF POLICE WORK, THE ROLE OF POLICE, COURT PROCEDURE, EFFECTIVE COMMUNICATION, AND INTERPERSONAL RELATIONS. CANADIAN CRIMINAL LAW AND THE RUDIMENTS OF CRIMINAL PROCEDURE AND EVIDENCE ARE ALSO DESCRIBED. RECRUITS UNDERGO A PHYSICAL FITNESS TRAINING PROGRAM AND LEARN THE USE OF FIREARMS. RECRUITS THEN RECEIVE TRAINING IN LOCAL CONCERNS AND PROCEDURES, POLICE POLICIES AND PROCEDURES, USE OF POLICE INFORMATION SYSTEMS, AND PRACTICAL APPLICATIONS OF ARREST POWERS AND TRAFFIC DIRECTION. THE RECRUITS ALSO RECEIVE ON-THE-JOB TRAINING UNDER THE SUPERVISION OF FIELD OFFICERS. FOLLOWING THIS, THE RECRUITS ATTEND A REVIEW AND TEST SESSION, AND ARE ASSIGNED A VARIETY OF POLICE DUTIES DURING AN 18-MONTH PROBATIONARY PERIOD. INSERVICE TRAINING PROGRAMS ARE ALSO CONDUCTED PERIODICALLY. SINCE REORGANIZATION, THE FORCE HAS EXPANDED RAPIDLY AND OPERATING COSTS HAVE INCREASED TO MEET METROPOLITAN NEEDS. FORCE MEMBERS ARE ELIGIBLE TO JOIN THE METROPOLITAN TORONTO POLICE ASSOCIATION WHICH NEGOTIATES FOR EMPLOYEES WITH MANAGEMENT. PROMOTIONS HAVE BECOME FAIRER, AND OPPORTUNITIES FOR ADVANCEMENT HAVE INCREASED. REORGANIZATION APPEARS TO HAVE PRODUCED A WELL ORGANIZED AND PROFESSIONAL FORCE.

Supplemental Notes: SPECIAL PRICES FOR ACADEMIC.

Availability: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR MI 48106.

28. **W. W. CHILDERS. CONSOLIDATION OF POLICE SERVICE—THE RILEY COUNTY KANSAS EXPERIENCE—A CASE STUDY.** 139 p. 1977. **NCJ-45291**

THE POLICE CONSOLIDATION PROJECT OF RILEY COUNTY, KANSAS, IS EXAMINED BECAUSE IT IS THE FIRST RURAL CONSOLIDATION IN AMERICA AND ELIMINATES THE OFFICE OF SHERIFF. AS OF THE TIME OF WRITING, MOST POLICE CONSOLIDATION PLANS HAVE INVOLVED SUBURBAN AREAS UNITING EITHER WITH A CENTRAL CITY OR WITH ADJACENT SUBURBS. MOST POLICE DEPARTMENTS IN THE UNITED STATES HAVE FEWER THAN 10 PERSONS, SERVE SMALL AREAS, AND INCLUDE THE OFFICE OF SHERIFF WITH ITS PLETHORA OF NONPOLICE DUTIES. FOLLOWING A LITERATURE REVIEW AND DETAILS OF THE METHODOLOGY OF THE STUDY, THE VARIOUS UNIFICATION AND CONSOLIDATION MODELS ARE DESCRIBED. THESE INCLUDE TOTAL UNIFICATION OF TWO OR MORE DEPARTMENTS, A TOTAL FUNCTIONAL MERGER, SUPPORT SERVICES CONSOLIDATION, CONTRACTUAL SERVICES, AND INTERAGENCY COOPERATION. RILEY COUNTY ENCOMPASSES 624 SQUARE MILES, HAS A 1970 CENSUS POPULATION OF 41,019 WITH AN ESTIMATED 25,000 ADDITIONAL POPULATION DUE TO THE STUDENT BODY OF KANSAS STATE UNIVERSITY AND MILITARY PERSONNEL LOCATED AT NEARBY FORT RILEY. THE HISTORY OF LAW ENFORCEMENT IN THE COUNTY IS GIVEN. IN 1973, STEPS WERE TAKEN TO CONSOLIDATE JAIL AND DETENTION FACILITIES IN THE COUNTY. OVER THE YEARS, THE DECLINING POPULATION OF THE SMALLER TOWNS HAD LED TO DISBANDMENT OF THE POLICE DEPARTMENTS. MOST OF THESE SMALL COMMUNITIES EMPLOYED TOWN MARSHALS TO ENFORCE ORDINANCES OR CHECK BUILDINGS AT NIGHT. THE LIMITED NUMBER OF DEPUTIES HAD TO DEPEND UPON THE KANSAS HIGHWAY PATROL FOR ADDITIONAL PATROL ENFORCEMENT. THE LAW WAS CHANGED IN 1972 TO ALLOW CONSOLIDATION TO TAKE PLACE; THE MAJOR CHANGE WAS THE ELIMINATION OF THE OFFICE OF SHERIFF. THE RURAL AREAS FOUGHT THIS BECAUSE THEY FEARED MANHATTAN WOULD DOMINATE THE POLICE FORCE, AND THEY RECEIVED ADDITIONAL POLICE PROTECTION FROM THE COUNTY SHERIFF'S OFFICE. THE HISTORY OF THE FIGHT TO DEVELOP A CONSOLIDATED DEPARTMENT AND THE FINAL ORGANIZATION OF SUCH A DEPARTMENT ARE GIVEN IN DETAIL. THE FINAL COUNTYWIDE OPERATION IS DIVIDED INTO PATROL, TRAFFIC, INVESTIGATIVE, AND SPECIAL SERVICES UNITS. PERSONNEL INCLUDED 65 FROM THE MANHATTAN DEPARTMENT, 10 FROM THE SHERIFF'S OFFICE, AND 2 FROM THE TOWN OF OGDEN. EXAMS WERE GIVEN TO FILL THE RANKS OF THE NEW DEPARTMENT. EVERYONE RECEIVED A SALARY INCREASE WITH PAY EQUAL TO THAT OF THE LARGER DEPARTMENTS IN THE STATE. ALL WERE ENROLLED IN THE STATE RETIREMENT SYSTEM, WORKMAN'S COMPENSATION, AND A COMPREHENSIVE PROFESSIONAL LIABILITY COVERAGE PROGRAM. TWO YEARS LATER THE PROGRAM SEEMED TO BE WORKING WELL DUE TO STRONG LEADERSHIP, GOOD PREPLANNING BEFORE THE CONSOLIDATION TOOK EFFECT, STRONG MEDIA SUPPORT, AND ATTENTION TO PUBLIC CONCERNS. IT IS RECOMMENDED THAT THE OPERATION BE THOROUGHLY STUDIED AFTER 5 YEARS AS A POSSIBLE MODEL FOR OTHER POLICE CONSOLIDATIONS IN RURAL AREAS. APPENDIXES INCLUDE A GENERAL HIGHWAY MAP OF RILEY COUNTY, THE ENABLING LEGISLATION, AN ABSTRACT OF VOTES CAST AT GENERAL ELECTIONS IN 1972 AND 1974, THE RILEY COUNTY POLICE ACADEMY CURRICULUM, CRIME STATISTICS FOR RILEY COUNTY, AND SELECTED NEWSPAPER CLIPPINGS. THE CRIME FIGURES SHOW THAT TOTAL CRIME IN THE COUNTY DROPPED FROM 3946 TO 3412 BETWEEN 1974 AND 1975, WHILE ARRESTS ROSE FROM 883 TO 987.

Supplemental Notes: LAW ENFORCEMENT MONOGRAPH SERIES.

Availability: SOUTHERN ILLINOIS UNIVERSITY CENTER FOR THE STUDY OF CRIME, DELINQUENCY, AND CORRECTIONS, CARBONDALE IL 62901.

29. **S. T. ISHAK. METROPOLITAN POLICE DEPARTMENTS—THE CITIZENS' INPUT.** GRAND VALLEY STATE COLLEGES COLLEGE OF ARTS AND SCIENCES, ALLENDALE MI 49401. 133 p. 1973. **NCJ-11286**

CITIZEN EVALUATION OF POLICE PERFORMANCE, AND COST EFFECTIVENESS OF SMALL, LOCALLY CONTROLLED POLICE FORCES AS COMPARED TO LARGE, CENTRALIZED POLICE DEPARTMENTS. THE LOCATION OF THE STUDY IS THE GREATER GRAND RAPIDS AREA OF KENT COUNTY MICHIGAN. IT INCLUDES THE INCORPORATED CITIES OF EAST GRAND RAPIDS, KENTWOOD AND WALKER. EFFICIENCY AND ECONOMY WERE THE PRIME CONSIDERATIONS OF THE QUESTIONNAIRE. INITIAL CHAPTERS OF THIS REPORT PRESENT BACKGROUND INFORMATION ON CITIES STUDIED AND DISCUSS METHODOLOGICAL CONSIDERATIONS. THE DATA INDICATE THAT RESIDENTS OF SMALL COMMUNITIES RATE THE FUNCTIONING OF THEIR LOCAL POLICE DEPARTMENTS MORE FAVORABLY THAN RESPONDENTS IN GRAND RAPIDS, A LARGER CITY. CITIZEN EVALUATIONS OF POLICE PERFORMANCE WERE GENERALLY UNRELATED TO DIRECT CONTACT OF THE RESPONDENT WITH THE POLICE, OR TO THE RESPONDENT'S SOCIO-ECONOMIC CHARACTERISTICS. IT WAS ALSO NOTED THAT THE RESIDENTS OF SMALLER CITIES SERVED BY SMALL POLICE FORCES RECEIVED BETTER QUALITY POLICE PROTECTION AT A LOWER COST THAN RESIDENTS OF GRAND RAPIDS. THE AUTHOR STATES THAT THESE AND SIMILAR OBSERVATIONS HAVE RESULTED IN A REVERSE IN THE TREND TOWARD CENTRALIZATION. RECOMMENDATIONS FOR FUTURE STUDIES AND IMPROVED

EFFECTIVENESS OF THE MICHIGAN POLICE DEPARTMENT ARE PROVIDED. ALSO INCLUDED IS A 13 PAGE BIBLIOGRAPHY.

Availability: NCJRS MICROFICHE PROGRAM.

30. **T. W. KOEPSELL, L. E. STREETER, and R. H. TERPSTRA. CONSOLIDATION OF POLICE SERVICES CASE STUDY JACKSONVILLE, FLORIDA.** KOEPSELL-GIRARD AND ASSOCIATES, INC. 240 p. 1973. **NCJ-16024**

A STUDY OF THE EVENTS LEADING TO THE JACKSONVILLE CONSOLIDATION, A HISTORY OF POLICE SERVICE PRIOR TO CONSOLIDATION, AND AN ANALYSIS OF THE ECONOMIES AND EFFICIENCIES OF THE CONSOLIDATED OFFICE OF SHERIFF. THE CONDITIONS OF POPULATION GROWTH AND DISTRIBUTION, AND THE GOVERNMENT SITUATION OF JACKSONVILLE AND DUVAL COUNTY WHICH MADE CITY-COUNTY CONSOLIDATION ADVISABLE ARE REVIEWED. ACTIVITIES AND PROBLEMS IN ACHIEVING CONSOLIDATION ARE ALSO OUTLINED. A BRIEF HISTORY OF THE JACKSONVILLE POLICE DEPARTMENT AND THE DUVAL COUNTY SHERIFF'S OFFICE, RECOMMENDATIONS CONCERNING PUBLIC SAFETY AND POLICE SERVICES CONSOLIDATION ARE PROVIDED. THE TRANSITION PERIOD COVERING THE GENERAL GOVERNMENT MERGER AND POLICE SERVICES MERGER IS THEN DESCRIBED. THE COSTS OF CONSOLIDATED LAW ENFORCEMENT SERVICES, AN ANALYSIS OF THE ECONOMIES OF SCALE OF SELECTED LAW ENFORCEMENT ACTIVITIES, AND THE TECHNICAL EFFICIENCIES OF JACKSONVILLE'S CONSOLIDATED POLICE AGENCY ARE EXAMINED AS WELL. FINALLY, AN OVERVIEW OF CONSOLIDATION AS A TOOL FOR REFORM IS PROVIDED. RESEARCH PAPERS ON THE CONSOLIDATION OF POLICE SERVICES CASE STUDY ARE PROVIDED IN NCJ-16113 AND NCJ-16025.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; FLORIDA GOVERNOR'S COUNCIL ON CRIMINAL JUSTICE.

Availability: NCJRS MICROFICHE PROGRAM.

31. **T. W. KOEPSELL, L. E. STREETER, and R. H. TERPSTRA. JACKSONVILLE (FL)—CONSOLIDATION OF POLICE SERVICES CASE STUDY—EXECUTIVE SUMMARY.** KOEPSELL-GIRARD AND ASSOCIATES, INC. 35 p. 1973. **NCJ-17209**

REPORT ON THE CITY-COUNTY MERGER OF GOVERNMENT AND LAW ENFORCEMENT SERVICES IN JACKSONVILLE AND DUVAL COUNTY, FLORIDA. DISCUSSED ARE THE CONDITIONS THAT LED UP TO CONSOLIDATION, THE PROCESS INVOLVED IN THE CITY-COUNTY MERGER, AND THE EFFECT OF CONSOLIDATION IN JACKSONVILLE AFTER FOUR YEARS UNDER THE NEW SYSTEM. A CHECKLIST IS INCLUDED UNDER EACH AREA WHICH REVIEWS THE JACKSONVILLE EXPERIENCE AND FOCUSES ON LESSONS LEARNED FROM THE MERGER WHICH WOULD BE INSTRUCTIVE TO OTHER COMMUNITIES CONTEMPLATING CONSOLIDATION.

Sponsoring Agencies: JACKSONVILLE OFFICE OF THE SHERIFF, COUNTY COURTHOUSE, JACKSONVILLE FL 32202; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

32. **KOEPSELL-GIRARD AND ASSOCIATES, INC. CONSOLIDATION OF POLICE SERVICES CASE STUDY JACKSONVILLE, FLORIDA—RESEARCH PAPERS, V 1.** 270 p. 1973. **NCJ-16113**

A COLLECTION OF FOUR PAPERS, INCLUDING AN ANALYSIS OF THE JACKSONVILLE CONSOLIDATED GOVERNMENT, EVENTS LEADING TO CONSOLIDATION, RECOMMENDATIONS, AND A HISTORY OF LAW ENFORCEMENT IN THE JACKSONVILLE AREA. THE BASIS FOR STUDY AND EVALUATION OF THE JACKSONVILLE EXPERIENCE IS FIRST EXPLORED. INCLUDED IN THIS DISCUSSION IS AN EXAMINATION OF KEY QUESTIONS CONCERNING THE CONSOLIDATION, SUCH AS THE PRINCIPAL FORCES PROMPTING THE CONSOLIDATION MOVEMENT, FACTORS WHICH AFFECTED EASE OF TRANSITION, AND IMPACTS ON POLICE SERVICES. PROBLEMS AND CONDITIONS PRECEDING THE 1965 LOCAL GOVERNMENT STUDY COMMISSION, AND THE HISTORY OF THE CAMPAIGN FOR CONSOLIDATION ARE ALSO REVIEWED. THE RECOMMENDATIONS OF THE LOCAL GOVERNMENT STUDY COMMISSION OF DUVAL COUNTY ARE DISCUSSED AS WELL. A BRIEF HISTORY AND THE ORGANIZATION AND MANPOWER OF THE JACKSONVILLE POLICE DEPARTMENT AND THE DUVAL COUNTY SHERIFF'S DEPARTMENT ARE PRESENTED IN THE FOURTH WORKING PAPER. FOR THE TEXT OF THE CONSOLIDATION OF POLICE SERVICES CASE STUDY AND FURTHER RESEARCH PAPERS, SEE NCJ-16024 AND NCJ-16025.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

33. **KOEPSELL-GIRARD AND ASSOCIATES, INC. CONSOLIDATION OF POLICE SERVICES CASE STUDY JACKSONVILLE, FLORIDA—RESEARCH PAPERS, V 2.** 257 p. 1973. **NCJ-16025**

A COLLECTION OF FIVE WORKING PAPERS, INCLUDING DESCRIPTIONS OF THE TRANSITION AND FIRST FOUR YEARS OF CONSOLIDATED LAW ENFORCEMENT, ANALYSES OF COSTS, AND QUALITY OF CONSOLIDATED POLICE SERVICES. GENERAL GOVERNMENT CONSOLIDATION, POLICE SERVICES TRANSITION, AND KEY ISSUES FACED IN POLICE SERVICES CONSOLIDATION ARE FIRST DISCUSSED. A PROFILE OF KEY CHANGES AND IMPROVEMENTS IN DEPARTMENTAL STRUCTURE, MANPOWER, OR PROGRAMS WHICH HAVE OCCURRED IN THE OFFICE OF THE SHERIFF SINCE CONSOLIDATION IS PROVIDED. AN EXAMINATION OF THE CONCEPTUAL APPROACHES TO ECONOMIES OF SCALE AND THE ALLOCATION OF RESOURCES IN LAW ENFORCEMENT IS ALSO GIVEN. ANALYZING THE COST OF LAW ENFORCEMENT SERVICES, THE LAW ENFORCEMENT BUDGET AND ITS RELATION TO EVALUATION OF PROGRAM EFFECTIVENESS, THE COST OF LAW ENFORCEMENT SINCE CONSOLIDATION, AND AN ANALYSIS OF THE ECONOMIES OF SCALE OF SELECTED LAW ENFORCEMENT ACTIVITIES ARE DISCUSSED AS WELL. FINALLY, THE EFFECT OF CONSOLIDATION ON THE PRODUCTIVITY AND QUALITY OF LAW ENFORCEMENT IN JACKSONVILLE IS INVESTIGATED. FOR THE TEXT OF THE CONSOLIDATION OF POLICE SERVICES CASE STUDY AND ADDITIONAL RESEARCH PAPERS, SEE NCJ-16024 AND NCJ-16113.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; JACKSONVILLE OFFICE OF THE SHERIFF, COUNTY COURTHOUSE, JACKSONVILLE FL 32202; FLORIDA GOVERNOR'S COUNCIL ON CRIMINAL JUSTICE.

Availability: NCJRS MICROFICHE PROGRAM.

34. **G. S. LLOYD, G. GREISINGER, and H. EDWARDS. EVALUATION OF THE NORTHERN YORK COUNTY (PA) REGIONAL POLICE DEPARTMENT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 43 p. 1974. **NCJ-17381**

EVALUATES PROJECT IN WHICH COOPERATIVE POLICE SERVICES OF SEVERAL BOROUGHS AND TOWNSHIPS ARE REFINED TO INCLUDE ROUTINE PATROL, TRAFFIC ENFORCEMENT, 24-HOUR COMPLAINT SERVICE, AND CRIMINAL AND JUVENILE INVESTIGATION. THE EVALUATION OF THE NORTHERN YORK COUNTY REGIONAL POLICE DEPARTMENT (NYCRPD) WAS CONDUCTED IN TWO PHASES OVER A PERIOD OF TWO MONTHS BY A TWO-MAN EVALUATION TEAM OF PUBLIC ADMINISTRATION SERVICE (PAS). THE FIRST PHASE CONSISTED OF A ONE-DAY SITE VISIT IN JANUARY OF 1974 TO COLLECT BASIC DATA AND ESTABLISH THE GENERAL FRAMEWORK FOR CONDUCTING THE EVALUATION. METHODS OF OBTAINING INFORMATION INCLUDED BASIC DATA COLLECTION, GROUP INTERVIEWS, INDIVIDUAL INTERVIEWS, AND PARTICIPATION IN THE OBSERVATION OF

OPERATIONS. THE SECOND PHASE INVOLVED THE DEVELOPMENT OF EVALUATION MEASURES TO DETERMINE WHETHER GOALS AND OBJECTIVES ARE BEING MET. IT WAS DECIDED THAT MEASURES OF EFFORT, EFFICIENCY, AND PERFORMANCE WOULD BE MADE. EVALUATION RESULTS AND RECOMMENDATIONS FOR FURTHER IMPROVEMENT ARE MADE IN THE FOLLOWING AREAS—CRIME, TRAFFIC AND SERVICE RECORD, RELATIONSHIPS WITH THE POLICE COMMISSION AND OTHER AGENCIES, RELATIONSHIPS WITH COMMUNITIES, ORGANIZATION, MANAGEMENT AND CONTROL PRACTICES, FIELD SERVICES, SUPPORT SERVICES, AND PERSONNEL MANAGEMENT.

Sponsoring Agency: PENNSYLVANIA GOVERNOR'S JUSTICE COMMISSION, PENNSYLVANIA DEPARTMENT OF, JUSTICE, P O BOX 1167, FEDERAL SQUARE STA, HARRISBURG, PA 17120.

Availability: NCJRS MICROFICHE PROGRAM.

35. **E. OSTROM and W. H. BAUGH. COMMUNITY ORGANIZATION AND THE PROVISION OF POLICE SERVICES.** 95 p. 1973. **NCJ-12297**

POLICE SERVICES IN THE INDIANAPOLIS METROPOLITAN AREA ARE EXAMINED TO COMPARE LARGER SCALE, CENTRALIZED POLICE DEPARTMENTS WITH SMALL, COMMUNITY-CONTROLLED DEPARTMENTS. MANY SCHOLARS AND ADMINISTRATORS HAVE URGED THE CONSOLIDATION OF POLICE AGENCIES SERVING A SINGLE METROPOLITAN REGION INTO ONE FORCE. OTHERS HAVE PROPOSED A RADICALLY DIFFERENT KIND OF REFORM—CREATING SMALLER POLICE DEPARTMENTS SUBJECT TO NEIGHBORHOOD CONTROL IN THE BIG CITIES. THIS STUDY EXAMINES THE EFFECT OF DIFFERENT FORMS OF COMMUNITY ORGANIZATION ON THE QUALITY OF POLICE SERVICES BY COMPARING DEPARTMENTS IN THREE SMALL, INDEPENDENT RESIDENTIAL COMMUNITIES IN MARION COUNTY, INDIANA WITH THOSE IN THREE CLOSELY MATCHED ADJACENT NEIGHBORHOODS IN INDIANAPOLIS. TO MEASURE POLICE OUTPUT, THE STUDY USED A CITIZEN SURVEY WHICH ASKED ABOUT THE RESPONDENTS EXPERIENCES WITH POLICE, CRIMINAL ACTIVITY DIRECTED AGAINST THEIR HOUSEHOLDS, AND GENERAL EVALUATION OF POLICE SERVICES IN THEIR NEIGHBORHOODS. THE RESULTS INDICATED A CONSISTENT PATTERN OF BETTER SERVICES BY THE SMALLER, COMMUNITY—CONTROLLED DEPARTMENTS. THE STUDY ALSO LOOKED AT THE DIFFERENT PRODUCTION STRATEGIES USED BY THE TWO TYPES OF POLICE DEPARTMENTS. THE INDIANAPOLIS POLICE USE A TASK-ORIENTED STRATEGY INVOLVING HIGH LEVELS OF SUPPORTIVE SERVICES AND SPECIALIZED UNITS TO DEAL WITH PARTICULAR PROBLEMS. THE INDEPENDENT COMMUNITIES, ON THE OTHER HAND, USE A PATROL-ORIENTED STRATEGY IN WHICH A LARGER PROPORTION OF RESOURCES IS ALLOCATED TO PATROLLING THE AREA SERVED. THE STUDY WAS UNABLE TO DRAW CONCLUSIONS ABOUT THE RELATIVE EFFICIENCY OF THE TWO TYPES OF POLICE ORGANIZATION, SINCE BOTH THE AMOUNT OF RESOURCES DEVOTED TO POLICE SERVICES AND THE LEVEL OF QUALITY OF THOSE SERVICES WERE HIGHER IN THE SMALLER DEPARTMENTS.

Availability: SAGE PUBLICATIONS, INC, 275 SOUTH BEVERLY DRIVE, BEVERLY HILLS CA 90212.

36. **B. D. ROGERS and C. M. LIPSEY. METROPOLITAN REFORM—CITIZEN EVALUATIONS OF PERFORMANCES IN NASHVILLE-DAVIDSON COUNTY, TENNESSEE.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 25 p. **NCJ-15755**

SURVEY INDICATES HIGHER CITIZEN SATISFACTION WITH LOCALLY PROVIDED GOVERNMENT SERVICES THAN WITH SERVICES PROVIDED BY A LARGE METROPOLITAN GOVERNMENT. A QUESTIONNAIRE WAS DISTRIBUTED TO A SAMPLE POPULATION IN NASHVILLE, TENNESSEE REGARDING CITIZEN SATISFACTION WITH PUBLIC SERVICES DELIVERED BY A CENTRALIZED METROPOLITAN GOVERNMENT AND THE SAME SERVICES DELIVERED BY A SMALL UNIT OF GOVERNMENT. APPROXIMATELY 100 HOUSEHOLD SPOKESMEN WERE CHOSEN FROM TWO ADJOINING, PREDOMINATELY WHITE, LOWER-MIDDLE CLASS JURISDICTIONS. ONE OF THESE 500-RESIDENT NEIGHBORHOODS RECEIVED GOVERNMENT SERVICES PROVIDED BY THE PREVIOUSLY CONSOLIDATED NASHVILLE METROPOLITAN GOVERNMENT. THE OTHER PROVIDED ITS OWN SERVICES. HYPOTHESES WERE TESTED FOR A POSITIVE CORRELATION BETWEEN SERVICES PROVIDED BY A LARGE METROPOLITAN GOVERNMENT AND CITIZEN SATISFACTION WITH THOSE SERVICES. THESE HYPOTHESES WERE GENERALLY NOT SUPPORTED. SPECIFICALLY, THOSE RESPONDENTS FROM THE SERVICE SELF-SUFFICIENT COMMUNITY INDICATED A HIGHER DEGREE OF SATISFACTION WITH THE LEVEL OF SERVICES, A GREATER AMOUNT OF PERCEIVED GOVERNMENT CONCERN, AND A MORE EFFECTIVE POLICE FORCE THAN DID THOSE RESPONDING FROM THE MUNICIPALLY SERVICED COMMUNITY.

Availability: NCJRS MICROFICHE PROGRAM.

37. **ROYAL CANADIAN MOUNTED POLICE, OTTAWA, CANADA. PREVENTION ORIENTED POLICING SERVICE—RESEARCH REPORT.** 200 p. 1971. Canada. **NCJ-10011**

EARLIER ATTEMPTS BY THE ROYAL CANADIAN MOUNTED POLICE TO INSTITUTE CONSOLIDATED RURAL POLICING, AND PROPOSED APPROACH TO CONSOLIDATE POLICE SERVICES. RURAL POLICING IN THE PROVINCES HAS TYPICALLY BEEN PERFORMED BY MANY SMALL (UP TO FIVE MEN) UNITS OPERATING WITHIN SMALL GEOGRAPHICAL AREAS. POLICE SERVICE HAS BEEN IN RESPONSE TO CALLS WITH OCCASIONAL PATROL BASIS, IN WHICH THE WORK OF THE CONSTABLES IS LARGELY OFFICE ORIENTED. AN ATTEMPT TO CENTRALIZE OFFICES, WITH RESPONSIBILITY FOR LARGER TERRITORIES, WAS MADE IN 1966 AND REFERRED TO AS THE 'HUB CONCEPT'. CHIEF OPPOSITION TO THE PLAN WAS PUBLIC OPINION WHICH COMPLAINED OF 'REMOVAL' OF POLICE PRESENCE AND LOSS OF POLICE-PUBLIC CONTACT. PREVENTION ORIENTED POLICING SERVICE (POPS) HAS BEEN DEVELOPED AS A CONSOLIDATION MEASURE WHICH ADDRESSES THE PROBLEMS FOUND IN THE HUB CONCEPT. POPS SEEKS TO IMPROVE THE DISTRIBUTION OF POLICE RESOURCES IN RURAL AREAS WHILE CONDUCTING PREVENTIVE PATROL. IT IS BASED ON FOUR KEY FEATURES—SCIENTIFIC MANPOWER ALLOCATION, 24-HOUR REGULAR PATROL, FORMALIZED POLICE-COMMUNITY RELATIONS EFFORTS, AND CONSOLIDATION (LARGER UNITS SERVICING LARGER AREAS). A FIELD TEST SHOWED POPS TO BE SUCCESSFUL. PERSONNEL AND TRAINING IMPLICATIONS ARE DISCUSSED.

38. **SOUTH IOWA AREA CRIME COMMISSION. CONSOLIDATED LAW ENFORCEMENT IN IOWA.** 209 p. 1974. **NCJ-31779**

THE LEGISLATIVE BACKGROUND FOR POLICE CONSOLIDATION IN IOWA IS PRESENTED AND A STEP-BY-STEP PLANNING AND PROCEDURAL GUIDE FOR THE FORMATION AND IMPLEMENTAION OF CONSOLIDATED COUNTY-WIDE POLICE FORCES IS PROVIDED. POLICE MANPOWER NEEDS ARE DISCUSSED IN VIEW OF POLICE WORKLOADS AND POLICE RESOURCES. SAMPLES OF ENABLING LEGISLATION ARE REPRODUCED. THE APPENDIXES INCLUDE A SAMPLE CONSOLIDATION PROBLEM AND ALTERNATIVES FOR ITS SOLUTION; THE FORT MADISON, IOWA, POLICE DEPARTMENT INTERNAL OPERATIONAL MANUAL AND PROCEDURES; A SAMPLE RECORDS SYSTEM; AND AN IOWA POLICE SERVICE COST SURVEY.

Availability: NCJRS MICROFICHE PROGRAM.

39. **US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION—REGION 8; SOUTH DAKOTA DIVISION OF LAW ENFORCEMENT ASSISTANCE, 200 WEST PLEASANT DRIVE, PIERRE SD 57501; SOUTHEASTERN COUNCIL OF LOCAL GOVERNMENTS, P O BOX 1859, SIOUX FALLS SD 57101. CLAY COUNTY (SD)—LAW ENFORCEMENT SYSTEM ANALYSIS.** 85 p. 1976. **NCJ-41451**
THIS REPORT EVALUATES THE CLAY COUNTY SHERIFF'S DEPARTMENT AND THE VERMILLION (SD) POLICE DEPARTMENT AS SEPARATE SYSTEMS FUNCTIONING WITHIN THE COUNTY CRIMINAL JUSTICE SYSTEM. A MANAGEMENT ANALYSIS WAS PERFORMED OF THE ORGANIZATION, EQUIPMENT, PROCEDURE, FACILITIES, AND STAFFING OF THESE AGENCIES TO DETERMINE WHETHER THE PUBLIC MIGHT BETTER BE SERVED BY A LAW ENFORCEMENT DELIVERY SYSTEM (COOPERATIVE ARRANGEMENTS, SHARED AUXILIARY SERVICES, ETC.) WHICH IS MODIFIED FROM THE EXISTING ONE. THIS EXAMINATION OF THE CLAY COUNTY LAW ENFORCEMENT SYSTEM ISOLATED A NUMBER OF MAJOR PROBLEMS INHERENT WITHIN THE CENTRALIZED AND PREDOMINANTLY RURAL ORIENTED AGENCY, INCLUDING DUPLICATION OF FACILITIES, COORDINATIONAL PROBLEMS CAUSED BY INCONSISTENT POLICIES AND PROCEDURES, LIMITED MANPOWER, LIMITED PATROL, INADEQUATE RECORDS AND INTELLIGENCE INFORMATION, INADEQUATE SUPERVISION, AND NON-UTILIZATION OF MEASUREMENTS IN DETERMINING PRODUCTIVITY. SPECIFIC COMMENTS ARE MADE WHICH, IF IMPLEMENTED, WILL IMPROVE THE COUNTY CRIMINAL JUSTICE SYSTEM AND CONTRIBUTE TO MORE EFFECTIVE MANAGEMENT OF LAW ENFORCEMENT ACTIVITIES. APPENDED MATERIALS INCLUDE A MODEL FOR A SMALL AGENCY RECORDS SYSTEM AND A STUDY OF CLAY COUNTY DETENTION FACILITIES AND STATISTICS.

40. **Q. WILSON. THREE YEARS ON.** GREAT BRITAIN POLICE RESEARCH SERVICES BRANCH, HORSEFERRY HOUSE, DEAN RYLE STREET, LONDON, ENGLAND. *POLICE RESEARCH BULLETIN,* N 23 (SPRING 1974), P 12-27. **NCJ-13712**
THE POST-REGIONALIZATION SUCCESS OF POLICE SERVICES IN A SCOTTISH COUNTY WAS MADE POSSIBLE THROUGH SUGGESTIONS OBTAINED FROM A MANAGEMENT CONSULTING FIRM. THE NEWLY ORGANIZED POLICE JURISDICTION WAS SHACKLED WITH A COMMAND STRUCTURE THAT DATED FROM 1860. CONSULTANTS WERE CALLED IN AND, AS THE RESULT OF THEIR STUDY, THEY MADE RECOMMENDATIONS THAT ARE RESPONSIBLE FOR THE SUCCESS OF THE AMALGAMATION. PHYSICAL FACILITIES WERE REORGANIZED AND WORKLOADS WERE BALANCED TO REFLECT PEAK CRIME TIMES AND AREAS. COMPUTERIZED INFORMATION WAS UTILIZED FOR PATROL DEPLOYMENT AND TRAFFIC CONTROL. MANY LOCAL POLICE STATIONS WERE CLOSED TO BE REPLACED BY STORE-FRONT POLICE 'SHOPS'. THE POLICE SHOP PROVIDES A PLACE OF CONTACT FOR THE PUBLIC IN TOWN CENTERS THAT FORMERLY HAD POLICE STATIONS. A SWITCHBOARD OPERATOR IS ON HAND AND IS ABLE TO LOCATE AND NOTIFY THE POLICE ON REQUEST. IN ADDITION, CERTAIN PERSONNEL, RECRUITING, AND TRAINING REFORMS HAVE MADE THIS REGIONALIZATION A PUBLICLY RECOGNIZED SUCCESS. THIS IS THE FOLLOW-UP ARTICLE TO NCJ-10100.

Computerized Information Systems

41. **ABT ASSOCIATES, INC, 55 WHEELER STREET, CAMBRIDGE MA 02138. MUSKEGON COUNTY (MI)—CENTRAL POLICE DISPATCH EXEMPLARY PROJECT VALIDATION REPORT.** 60 p. 1975. **NCJ-16893**

THIS REGIONALIZATION OF POLICE SERVICES AND CENTRALIZATION OF COMMUNICATIONS IS DEEMED GENERALLY EFFECTIVE. THE ORGANIZATIONAL STRUCTURE OF THE CENTRAL POLICE DISPATCH IS CONSIDERED RESPONSIVE TO ALL THE AGENCIES AND PERSONNEL INVOLVED IN THE SYSTEM. IT IS JUDGED TO BE AS MODERN, WELL-EQUIPPED, AND EFFICIENT AS ANY DISPATCHING OPERATION SERVICING A COMPARABLE AREA AND POPULATION. THE SYSTEM HAS A 911 EMERGENCY LINE, COMMUNICATIONS RECORDING FACILITIES, AND THE NEWEST IN PORTABLE RADIOS. THE DISPATCHING OPERATIONS ARE OCCASIONALLY HAMPERED BY THE DIFFERING POLICIES AND PROCEDURES OF SOME PARTICIPATING AGENCIES, BUT PRESERVATION OF LOCAL AUTONOMY IS THOUGHT TO BE AN IMPORTANT CONSIDERATION. THERE IS EVIDENCE OF SUBSTANTIAL SAVINGS THROUGH THE INTRODUCTION OF THE SYSTEM ALONG WITH AN IMPROVEMENT IN EFFICIENCY. THE QUALITY OF THE POLICE COMMUNICATIONS SYSTEM IS ALSO CONSIDERED TO HAVE INCREASED SIGNIFICANTLY. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

42. **ABT ASSOCIATES, INC, 55 WHEELER STREET, CAMBRIDGE MA 02138. NEW HAVEN (CT)—CASE INCIDENT REGIONAL REPORTING SYSTEM (CIRRS)—EXEMPLARY PROJECT VALIDATION REPORT.** 161 p. 1976. **NCJ-36858**

THIS ON-LINE MINI-COMPUTER POLICE INFORMATION SYSTEM MAKES OPERATIONAL INFORMATION AVAILABLE TO 17 PARTICIPATING LOCALITIES IN SOUTH CENTRAL CONNECTICUT ON A 'RIGHT NOW' BASIS. INFORMATION IS OBTAINED FROM FOUR SOURCES—CIRRS FILES, THE STATE POLICE COLLECTION SYSTEM, THE NATIONAL LAW ENFORCEMENT TELETYPE SYSTEM, AND THE NATIONAL CRIMINAL INFORMATION CENTER. THIS REPORT PRESENTS DETAILED INFORMATION ON THE SYSTEM'S DEVELOPMENT, ORGANIZATION, AND OPERATION, INCLUDING AN OVERVIEW OF ITS HARDWARE CONFIGURATION, FILES, COMMUNICATION LINKAGES, AND GEOGRAPHICAL LAYOUT. THE REPORTING SYSTEM IS THEN ASSESSED ACCORDING TO EACH OF THE EXEMPLARY PROJECT CRITERIA—GOAL ACHIEVEMENTS, REPLICABILITY, EFFICIENCY, MEASURABILITY, AND ACCESSIBILITY. EVALUATORS CONCLUDED THAT THE SYSTEM PROVIDES THE JURISDICTIONS WITH IMMEDIATE ACCESS TO REGIONAL, STATE, AND FEDERAL DATA BASES, IS USED IN A BROAD RANGE OF POLICE ACTIVITIES, AND OFFERS EXTENSIVE TRAINING ON HOW TO OPERATE THE SYSTEM. HOWEVER, THE SYSTEM OPERATES ALMOST EXCLUSIVELY ON POLICE DATA, MAINTAINS LIMITED OPERATING STATISTICS FOR SYSTEM MONITORING AND EVALUATION, PROVIDES COMPUTERIZED GEOCODING AND MAP PREPARATION FOR THE CITY OF NEW HAVEN ONLY, AND GIVES THE DISPATCHER CONSIDERABLE DISCRETION, RATHER THAN A FORMAL PROCEDURE. THEREFORE, THIS PROGRAM DID NOT RECEIVE AN EXEMPLARY DESIGNATION. AN EXTENSIVE APPENDIX CONTAINS SAMPLE PROJECT FORMS, SYSTEM DATA AND DOCUMENTATION, AND COMMENTS ON THE SYSTEM BY THE SEARCH GROUP.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

43. **ARTHUR YOUNG AND COMPANY. SAN DIEGO REGION—COORDINATED COMMUNICATIONS AND RECORDS SYSTEM—PROJECT A/B—COORDINATED PUBLIC SAFETY COMMUNICATIONS AND DISPATCHING—FINAL REPORT.** 150 p. 1974. **NCJ-36334**

THE PRIMARY EMPHASIS OF THIS FOUR-PROJECT STUDY WAS TO DEFINE HOW THE PUBLIC SHOULD BE PROVIDED ACCESS TO LOCAL PUBLIC SAFETY AGENCIES IN THE SAN DIEGO REGION. ALSO INVESTIGATED WAS HOW THESE AGENCIES SYSTEMATICALLY SHOULD PROCESS AND RESPOND TO THOSE REQUESTS FOR PUBLIC ASSISTANCE. A MAJOR OUTPUT WAS TO MEET THE STATE LEGISLATIVE REQUIREMENT FOR A PLAN TO IMPLEMENT A 911 EMERGENCY TELEPHONE SYSTEM FOR THE REGION. PROJECT A WAS CONCERNED WITH A COORDINATED DISPATCHING SYSTEM THAT WOULD ENHANCE RESPONSE TIME AND PERFORMANCE IN SITUATIONS REQUIRING MUTUAL AID. IT ALSO CONSIDERED POSSIBLE COMBINATIONS OF RESOURCES THAT COULD SATISFY DIVERSE OPERATIONAL NEEDS WHILE PROVIDING MANAGEMENT CONTROL AND POTENTIAL COST SAVINGS. PROJECT B WAS CONCERNED WITH THE ACCESS TO CENTRAL RECORDS INFORMATION AND THE RATIO FREQUENCY AND EQUIPMENT USED BY ALL PUBLIC SAFETY

AGENCIES IN THE REGION. THESE TWO STUDIES WERE COMBINED AND CONDUCTED SIMULTANEOUSLY. THE RESULT OF THIS STUDY (A DESIGN FOR A REGIONAL EMERGENCY COMMUNICATIONS AND RESPONSE PLAN, INCLUDING A 911 SYSTEM) IS DESCRIBED IN THIS REPORT. THE BACKGROUND, PURPOSE, AND FEATURES OF 911 CONCEPTS ARE DESCRIBED AND THE DATA COLLECTION AND TECHNICAL CONSIDERATIONS IN THE STUDY RECOMMENDATIONS ARE DISCUSSED. ALSO DETAILED ARE THE SPECIFIC SYSTEM RECOMMENDED (INCLUDING OPERATIONS, EQUIPMENT AND FACILITY NEEDS, STAFFING AND COSTS, AND INTERMEDIATE 911 PLANS), IMPLEMENTATION PLANS, AND RECOMMENDED ORGANIZATION. IN ADDITION, OTHER MATTERS SUCH AS RADIO COMMUNICATION AND COORDINATED RECORDS ARE DISCUSSED. THE REPORT CONCLUDES WITH A SERIES OF APPENDIXES CONTAINING PERTINENT STATISTICAL DATA. FOR THE FINAL REPORTS ON PROJECTS C AND D, SEE NCJ-036335-37. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

44. **ARTHUR YOUNG AND COMPANY. SAN DIEGO REGION—COORDINATED COMMUNICATIONS AND RECORDS SYSTEM—PROJECT C—RESPONSE TO UNUSUAL OCCURRENCES FINAL REPORT.** 75 p. 1974. **NCJ-36335**

THE PRIMARY EMPHASIS OF THIS FOUR-PROJECT STUDY WAS TO DEFINE HOW THE PUBLIC SHOULD BE PROVIDED ACCESS TO LOCAL PUBLIC SAFETY AGENCIES IN THE SAN DIEGO REGION. ALSO INVESTIGATED WAS HOW THESE AGENCIES SYSTEMATICALLY SHOULD PROCESS AND RESPOND TO THOSE REQUESTS FOR PUBLIC ASSISTANCE. A MAJOR OUTPUT WAS TO MEET THE STATE LEGISLATIVE REQUIREMENT FOR A PLAN TO IMPLEMENT A 911 EMERGENCY TELEPHONE SYSTEM FOR THE REGION. PROJECT C WAS A STUDY OF REGIONAL RESPONSE TO UNUSUAL OCCURRENCES, SUCH AS AN EARTHQUAKE, MAJOR FIRE, OR CIVIL DISTURBANCE, DESIGNED TO IMPROVE THE EXISTING RESPONSE CAPABILITIES OF GOVERNMENT AGENCIES IN THE SAN DIEGO REGION. THE FOCUS OF THE STUDY WAS ORGANIZATIONAL AND PROCEDURAL CONSIDERATIONS RATHER THAN FACILITY AND HARDWARE NEEDS. THE BULK OF THIS REPORT CONTAINS DETAILED DISCUSSIONS OF THE STATUS AND SHORTCOMINGS OF EXISTING PREPAREDNESS PLANNING AND RECOMMENDATIONS FOR IMPROVEMENT, INCLUDING ANALYSIS OF ALTERNATIVES TO STUDY RECOMMENDATIONS WHERE APPROPRIATE. CONSIDERED INDIVIDUALLY ARE ORGANIZATIONAL PLANNING AND STRUCTURE, PLANNING ACCOMPLISHMENTS, TRAINING, AND RESOURCE INVENTORIES. A DETAILED DESCRIPTION OF THE IMPLEMENTATION PLAN, INCLUDING ESTIMATED MAN-HOUR REQUIREMENTS. APPENDED ARE A LIST OF THE REFERENCES REVIEWED, IN AN EFFORT TO IDENTIFY EXISTING DEFICIENCIES, A COPY OF THE RESOURCE QUESTIONNAIRE DEVELOPED TO PROVIDE DATA SUPPORT FOR EMERGENCY RESPONSE PLANNING, AND SUGGESTED DATA DISPLAY FORMATS. FOR THE FINAL REPORTS ON PROJECTS A/B AND D, SEE NCJ-036334, 36, AND 37.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

45. **ASSOCIATED PUBLIC-SAFETY COMMUNICATIONS OFFICERS, INC, P O BOX 6714, PHOENIX AZ 85005. ILLINOIS—POLICE COMMUNICATIONS STUDY—PHASE 2.** 129 p. 1969. **NCJ-14167**

RESULTS OF A STUDY TO DEVELOP A BASIS FOR UNDERSTANDING OF HOW INTERMUNICIPAL COOPERATION IN POLICE COMMUNICATIONS CAN BE FORMALLY ARRANGED WITHIN THE LAKE MICHIGAN METROPOLITAN AREA. TO IMPROVE POLICE COMMUNICATIONS SYSTEMS, REDUCE INTERFERENCE PROBLEMS, AND TO GAIN EFFICIENT USE OF THE FREQUENCY SPECTRUM, THE NEED FOR COORDINATED EFFORTS BY ALL POLICE COMMUNICATIONS AGENCIES IN A GIVEN REGION IS SEEN AS VITAL. A NINE MONTH STUDY WAS UNDERTAKEN ON APRIL 1, 1969, TO DEVELOP A PLAN FOR EFFECTIVE COOPERATIVE NETWORK ARRANGEMENT FOR THE UTILIZATION OF THE SPECTRUM, TAKING INTO ACCOUNT DEFICIENCIES CAUSED BY EXISTING GOVERNMENTAL AGENCIES. THIS STAGE OF THE PROJECT WAS TO TAKE STEPS TOWARD THE GOAL OF STIMULATING FAVORABLE PUBLIC RESPONSE TO FITTING THE REGIONAL CONCEPT OF COMMUNICATION MANAGEMENT TO THE EXISTING GOVERNMENTAL PROCESSES. A DESCRIPTION OF THE PROJECT'S EFFORTS, EXAMPLES OF POLICE COOPERATION IN OTHER AREAS, AND RECOMMENDATIONS TO THE PROJECT STEERING COMMITTEE ARE PROVIDED. AMONG THESE RECOMMENDATIONS ARE THE USE OF INTERLOCAL CONTRACTS OR AGREEMENTS TO GAIN NEW NETWORK ARRANGEMENTS, AND THE INTRODUCTION OF AN INTERSTATE COMPACT TO THE LAKE MICHIGAN AREA STATE LEGISLATURES. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

46. **ATLANTIC RESEARCH CORPORATION, 5390 CHEROKEE AVENUE, ALEXANDRIA VA 22314. FLORIDA COUNTY AND MUNICIPAL LAW ENFORCEMENT COMMUNICATIONS PLAN.** 386 p. 1973. **NCJ-13674**

PLAN FOR ORGANIZATION OF NETWORKS FOR FLORIDA POLICE AGENCIES EXCLUDING THE COUNTIES OF BROWARD, DADE, MONROE, AND PALM BEACH. THE RATIONALE USED IN DEVELOPING THE COMMUNICATIONS REQUIREMENTS ARE DESCRIBED. THESE INCLUDE THE REQUIRED CHANNEL ALLOCATIONS, THE COORDINATION REQUIREMENTS, THE DISPATCHING REQUIREMENTS, THE LOGGING REQUIREMENTS, THE IMMEDIATE EQUIPMENT REQUIREMENTS, AND THE TELEPHONE REQUIREMENTS. THE COMMUNICATIONS REQUIREMENTS FOR EACH AGENCY INCLUDED IN THIS PLAN WERE DEVELOPED FROM A DESCRIPTION OF EACH AGENCY'S COMMUNICATIONS EQUIPMENT, FACILITIES, AND OPERATIONAL CHARACTERISTICS. QUANTITATIVE REQUIREMENTS FOR EACH AGENCY, BOTH IMMEDIATE AND THROUGH 1982, ARE PRESENTED. THIS COMMUNICATION PLAN IS BASED UPON A CONCEPT INVOLVING ESTABLISHMENT OF 56 MOBILE RADIO ZONES WITHIN THE STATE. A MOBILE RADIO ZONE REFERS TO A GEOGRAPHICAL AREA WITHIN WHICH ALL AGENCIES PARTICIPATE IN A COORDINATED COMMUNICATIONS POLICE SYSTEM. SUFFICIENT CHANNELS ARE PROVIDED IN EACH MOBILE RADIO ZONE TO ALLOW INTERFERENCE-FREE AND LIGHTLY LOADED CHANNEL CONDITIONS FOR ALL AGENCIES. FEATURES OF THE PLAN INCLUDE A TEN-YEAR PLAN, MULTICHANNEL CAPABILITY FOR ALL AGENCIES, DEDICATED PRIMARY CHANNELS FOR LARGE AGENCIES, SHARED CHANNELS FOR SMALL AGENCIES, TOLL-FREE, EASY-TO-REMEMBER TELEPHONE NUMBERING SYSTEM, AND STANDARDIZED POLICE RADIO PROCEDURES. FOUR APPENDIXES ARE INCLUDED WHICH DESCRIBE SOME BASIC CONSIDERATIONS INHERENT IN UNDERSTANDING AND IMPLEMENTING THIS PLAN. APPENDIX A DESCRIBES THE MATHEMATICAL METHOD FOR DETERMINING MAXIMUM LOADING OF A CHANNEL. APPENDIX B OUTLINES THE FACTORS THAT MUST BE CONSIDERED IN ESTABLISHING A COOPERATIVE DISPATCH CENTER AND INCLUDES A TYPICAL INTER-LOCAL AGREEMENT THAT WOULD REPRESENT THE CONTRACT AMONG THE MEMBER AGENCIES OF A COOPERATIVE DISPATCH CENTER. APPENDIX C CONTAINS AN ANALYSIS OF GEOGRAPHIC SEPARATION REQUIRED FOR INTERFERENCE-FREE OPERATION, AND APPENDIX D PRESENTS A TYPICAL OPERATIONAL PROCEDURES HANDBOOK WHICH WOULD BE UTILIZED BY THE PARTICIPATING AGEN-

CIES IN A COOPERATIVE DISPATCH COMMUNICATIONS SYSTEM. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: FLORIDA DEPARTMENT OF GENERAL SERVICES, LARSON BUILDING, ROOM 115, TALLAHASSEE FL 32304.

Availability: NCJRS MICROFICHE PROGRAM.

47. **M. F. BOCKELMAN. ALERT II—PROGRESS TOWARD A COMPUTERIZED CRIMINAL JUSTICE SYSTEM.** KANSAS CITY (MO) POLICE DEPARTMENT, 805 NORTH SIXTH STREET, KANSAS CITY MO 67068. 64 p. 1972. **NCJ-07939**

DESCRIPTION OF THE KANSAS CITY POLICE DEPARTMENT COMPUTER SYSTEM WHICH SERVES APPROXIMATELY 35 LAW ENFORCEMENT AGENCIES IN 6 MO. COUNTIES AND ADJACENT KS. COMMUNITIES. TELECOMMUNICATION DATA LINKS PROVIDE INFORMATION FOR OPERATIONAL, ADMINISTRATIVE, AND MANAGEMENT FUNCTIONS OF POLICE, COURTS, PROSECUTION, CORRECTIONS, AND PROBATION IN THE REGIONAL AREA SUPPORTED. THE DOCUMENT INCLUDES A HISTORY OF THE IMPLEMENTATION OF ALERT 1 IN 1968 AND SUBSEQUENT DEVELOPMENT OF ALERT 2 IN JULY 1972. GRAPHIC DESCRIPTIONS OF 18 ELEMENTS OF THE SYSTEM, FROM ARREST REPORTING THROUGH MUNICIPAL COURT DOCKET TO UNIFORM CRIME REPORTING ARE PRESENTED. A SECTION ON COMPUTER MANAGEMENT PRINCIPLES IS INCLUDED.

Supplemental Notes: PRESENTED TO THE NATIONAL SYMPOSIUM ON CRIMINAL JUSTICE SYSTEMS, OCT 1972.

48. **W. H. CARBONE. SOUTH CENTRAL CONNECTICUT POLICE REGIONAL INFORMATION SYSTEM.** SOUTH CENTRAL CRIMINAL JUSTICE SUPERVISORY BOARD, 269 ORANGE STREET, NEW HAVEN CT 06510. 16 p. **NCJ-37994**

DESCRIPTION OF THE MANAGEMENT, OPERATION, POLICE UTILIZATION, CAPABILITIES, AND SECURITY OF THIS ON-LINE COMMUNICATIONS SYSTEM WHICH MAKES OPERATIONAL INFORMATION AVAILABLE TO POLICE OFFICERS ON A 'RIGHT NOW' BASIS. THE CASE INCIDENT REGIONAL REPORTING SYSTEM (CIRRS) BECAME FULLY OPERATIONAL IN JANUARY, 1975, WITH FOURTEEN POLICE DEPARTMENTS (ORIGINAL SOUTH CENTRAL REGION MEMBERS) SHARING CRIMINAL CASE RECORDS AND WARRANT INFORMATION VIA A COMPUTER TERMINAL LOCATED IN EACH DEPARTMENT. THE CIRRS ALLOWS IMMEDIATE ACCESS, THROUGH A MINI-COMPUTER SWITCHING DEVICE, TO REGIONAL CASE RECORD INFORMATION STORED IN A CENTRAL COMPUTER LOCATED IN THE CITY OF NEW HAVEN, AS WELL AS MOTOR VEHICLE AND STOLEN PROPERTY FILES CONTAINED IN THE STATE COLLECT (CONNECTICUT ON-LINE LAW ENFORCEMENT COMMUNICATIONS AND TELEPROCESSING SYSTEM) LOCATED IN HARTFORD, CONNECTICUT. AT THE HEART OF THE CIRRS ARE TWO EXTENSIVE RECORD FILES: THE CASE INCIDENT RECORD FILE AND THE MASTER NAME FILE.

Availability: NCJRS MICROFICHE PROGRAM.

49. **A. B. CARROLL, J. F. BAILEY, W. BEHR, and M. A. KNAPP. COMPUTER AIDED DISPATCHING FOR LAW ENFORCEMENT AGENCIES.** COMMUNITY TECHNOLOGY INC. 34 p. **NCJ-17941**

THIS REPORT DESCRIBES THE SYSTEM, OPERATION, FUNCTIONS, AND EDITING CAPABILITIES OF THE AUTOMATED INTERACTIVE DISPATCH (AID) SYSTEM. THE AID IS BASICALLY A DATA ACQUISITION, STORAGE AND RETRIEVAL SYSTEM CAPABLE OF SEMI-AUTOMATING THE PROCESSING OF RADIO TICKETS, MAINTAINING DYNAMIC MOBILE UNIT STATUS, PROVIDING A RAPID AND EFFICIENT AUTOMATED INTERFACE WITH THE REAL-TIME CRIMINAL JUSTICE INFORMATION SYSTEM, AND GENERATING MANAGEMENT REPORTS. THIS COMPUTER-AIDED DISPATCH SYSTEM, DEVELOPED FOR USE IN SMALL CITIES, IS DESIGNED TO ALLOW SHARED USE BETWEEN SEVERAL POLICE DEPARTMENTS. THE SHARING DEPARTMENTS OPERATE INDEPENDENTLY BUT HAVE THE ADVANTAGE OF COST-SHARING A CENTRALIZED MINI-COMPUTER FACILITY AND IMMEDIATE BACK-UP CAPABILITY DURING EMERGENCIES. THE AID SYSTEM PROVIDES THE RADIO DISPATCHER WITH A PRE-FORMATTED ELECTRONIC DISPATCH TICKET, WHICH AUTOMATICALLY CAPTURES DATA IN MACHINE-SENSIBLE FORM AS IT IS ENTERED. THE DISPATCHER HAS IMMEDIATE ACCESS TO THE STATUS OF ALL MOBILE UNITS PLUS A DYNAMIC BACKLOG OF UNASSIGNED INCIDENTS. THE SYSTEM AUTOMATICALLY GENERATES REPORTS (DAILY LOG SHEETS, UNIT ACTIVITY REPORTS, TICKET LISTINGS, ETC.) FROM THE DATA IT HAS IN STORAGE. THE FIRST AID SYSTEM FOR A MULTICITY APPLICATION IS IN OPERATION IN THE VILLAGES OF OAK PARK, RIVER FOREST, AND FOREST PARK, ILLINOIS.

Availability: NCJRS MICROFICHE PROGRAM.

50. **CINCINNATI DIVISION OF DATA PROCESSING. PROJECT CLEAR (COUNTY LAW ENFORCEMENT APPLIED REGIONALLY) OLEA GRANT N 167—A FIRST YEAR REPORT.** 30 p. 1968. **NCJ-10138**

DEVELOPMENT OF PROJECT CLEAR, A REGIONAL POLICE INFORMATION SYSTEM SERVING ALL LAW ENFORCEMENT AGENCIES IN CINCINNATI AND HAMILTON COUNTY. PROJECT CLEAR IS A PART OF CINCINNATI'S REGIONAL COMPUTER CENTER, AN ELECTRONIC DATA PROCESSING CENTER SERVING ALL CITY AGENCIES. THIS REPORT CONTAINS THE MANAGEMENT CONCEPT, DESIGN CONCEPT, SYSTEMS SPECIFICATIONS, AND HARDWARE AND FACILITY DETAILS FOR THE ENTIRE REGIONAL COMPUTER CENTER, BUT CONCENTRATES ON THE COMMUNICATIONS NETWORK, OPERATIONS, STAFF DEVELOPMENT, AND LEVEL OF IMPLEMENTATION OF 'CLEAR'. LONG RANGE GOALS FOR 'CLEAR', WHICH UTILIZES A RANDOM FILE CONCEPT AND WHICH WILL BE IN OPERATION AT ALL TIMES, INCLUDE DEVELOPING INTERFACES WITH THE 'LEADS' PROGRAM OF THE OHIO HIGHWAY PATROL, AND POSSIBLY A SIMILAR SYSTEM IN KENTUCKY. FOR REPORT SUMMARY, SEE NCJ-00524.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

51. **CINCINNATI/HAMILTON COUNTY REGIONAL COMPUTER CENTER. CINCINNATI/HAMILTON COUNTY REGIONAL COMPUTER CENTER ANNUAL REPORT.** 127 p. 1967. **NCJ-00077**

AN AREA WIDE POLICE INFORMATION SYSTEM IN REAL-TIME. THE HAMILTON COUNTY POLICE ASSOCIATION STUDY COMMITTEE SURVEYED POLICE RECORDS OPERATIONS. THIS SURVEY LED TO THE FOLLOWING CONCLUSIONS—(1) AN ACCELERATING TREND TOWARD URBANIZATION AND A RAPIDLY INCREASING POPULATION HAS RESULTED IN ISOLATED COMMUNITIES GROWING TOGETHER; (2) IN RELATION TO THE CRIME PROBLEM, THE SOCIAL IMPORTANCE OF POLITICAL BOUNDARIES HAS BEEN ALMOST TOTALLY ELIMINATED; (3) FACTORS WHICH HAVE PRODUCED STEADILY INCREASING CRIME RATES HAVE BROUGHT ABOUT AN EVER INCREASING PUBLIC DEPENDENCE ON LAW ENFORCEMENT BODIES. THESE CONDITIONS HAVE LED TO THE CONCLUSION THAT(1) METHODS OF COLLECTING AND PROCESSING POLICE INFORMATION MUST BE REVISED AND UPGRADED; (2) THE SCOPE, CONTENT, AND ACCURACY OF INDICES AND FILES MUST BE UPGRADED; (3) PRESENT PRACTICES RELATING TO ACCESS, RETRIEVAL, AND UPGRADING OF POLICE DATA ARE INADEQUATE; (4) THE SUFFICIENCY OF RECORDS SYSTEMS INFLUENCES THE VALIDITY OF POLICE ACTION. THE CONCLUSIONS CAN BE TRACED DIRECTLY TO—(1) PRESENT RECORDS SYSTEMS CANNOT MEET DEMANDS OF THE SERVICE; (2) PRESENT RECORDS PROCEDURES ARE TOO DEPENDENT ON MANUAL OPERATION; (3) FEW LAW ENFORCEMENT AGENCIES HAVE THE ASSISTANCE OF SKILLED RECORD MANAGEMENT PERSONNEL; (4) THERE MUST BE

DEVELOPMENT AND ACCEPTANCE OF STANDARDS GOVERNING RECORDS MANAGEMENT. BASICALLY, THE GOAL OF PROJECT CLEAR IS TO PROVIDE AREA WIDE POLICE INFORMATION TO EACH PARTICIPATING DEPARTMENT ON A REAL-TIME BASIS. THIS MEANS A RESPONSIVENESS TO CHANGING POLICE NEEDS ON A 24-HOUR, 7-DAYS A WEEK BASIS. ACTIVITY AREAS COVERED WILL BE—ARREST WARRANTS, STOLEN VEHICLES, STOLEN PROPERTY, ARREST REPORTING, OFFICER ACTIVITY ANALYSIS, CRIME REPORTING, STATISTICS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

52. **COLUMBIA REGION INFORMATION SHARING SYSTEM, 4747 EAST BURNSIDE, PORTLAND OR 97215. CRISS—COLUMBIA REGION INFORMATION SHARING SYSTEM.** 30 p.

NCJ-13624

REPORT OF A REGIONAL CRIMINAL JUSTICE INFORMATION SYSTEM, INCLUDING PROJECT MANAGEMENT, CURRENT SYSTEMS, SCHEDULED SYSTEMS AND RELATED ISSUES, WITH ORGANIZATIONAL CHARTS. THE CRISS SYSTEM SERVES THE CRIMINAL JUSTICE SYSTEM OF FIVE COUNTIES IN THE STATES OF OREGON AND WASHINGTON. THE EXECUTIVE BOARD, POLICY AND RESOURCE COMMITTEES, PERSONNEL, DATA PROCESSING AUTHORITY, FUNDING, AND OTHER ASPECTS OF PROJECT MANAGEMENT ARE DISCUSSED. DESCRIPTIONS OF CURRENT SYSTEMS ARE INCLUDED. AMONG THESE ARE THE PERSONS, VEHICLE, AND CRIME FILES. SYSTEMS SCHEDULED FOR IMPLEMENTATION INCLUDE DEPLOYMENT SYSTEMS AND COURT, PROSECUTION AND JAIL MANAGING SYSTEMS. SYSTEMS STILL IN THE PLANNING STAGES ARE ALSO INDICATED. RELATED ISSUES SUCH AS SECURITY, FUNDING, AND STANDARDIZATION OF PROCEDURES OF THE AGENCIES INVOLVED ARE DISCUSSED AS WELL. APPENDIXES INCLUDE SAMPLE CRIME REPORT AND SECURITY REPORT FORMS.

Availability: NCJRS MICROFICHE PROGRAM.

53. **C. R. CONNERY. PASCO (WA)—POLICE DEPARTMENT AND FRANKLIN COUNTY (WA) SHERIFF'S OFFICE—REVIEW OF DEPARTMENTAL FACILITIES AND THE CURRENT DISTRIBUTION OF MANPOWER—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 59 p. 1973.

NCJ-37840

TECHNICAL ASSISTANCE STUDY OF THE COMBINED RECORDS AND FILING SYSTEMS OF THE PASCO (WA) POLICE DEPARTMENT AND THE FRANKLIN COUNTY (WA) SHERIFF'S OFFICE, WHICH CONSOLIDATED IN MAY 1972. THE TWO LAW ENFORCEMENT AGENCIES CONSOLIDATED TO PROVIDE MORE EFFICIENT SERVICE DELIVERY TO A PORTION OF THE APPROXIMATELY 100,000 PEOPLE RESIDING IN A 15 MILE CIRCLE SERVED BY 7 DIFFERENT POLICE AGENCIES. THE CONSULTANT CONDUCTED AN ON-SITE VISIT IN SEPTEMBER 1973 AND, UPON EXAMINATION, FOUND THAT WHILE THE FILING SYSTEM WAS BASICALLY SOUND, THERE WAS ROOM FOR IMPROVEMENT IN THE REPORTING SYSTEM. HE IDENTIFIED THE NEED FOR FORMALIZATION IN WRITING OF THE ENTIRE SYSTEM AS THE GREATEST NEED. RECOMMENDATIONS ARE MADE FOR GENERAL REQUIREMENTS OF A REPORTING SYSTEM AS WELL AS FOR FORMS TO BE USED. IT IS SUGGESTED THAT THESE FORM THE BASIS OF THE FORMALIZATION AND AGREEMENT.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

54. **P. D. DEWITT. MERCER COUNTY (OH)—FEASIBILITY OF A CENTRALIZED RECORDS AND COMMUNICATION CENTER—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 34 p. 1976. **NCJ-32198**

THIS FEASIBILITY STUDY, DATED JANUARY 23, 1976, WAS PREPARED FOR THE MERCER COUNTY SHERIFF'S DEPARTMENT, WHOSE 22 PERSONNEL (17 SWORN) PROVIDE POLICE SERVICES TO 36,903 PERSONS ON 471 SQUARE MILES. THE REPORT RECOMMENDS THE ESTABLISHMENT OF A CENTRALIZED RECORDS AND COMMUNICATIONS CENTER FOR MERCER COUNTY. IT ALSO SUGGESTS THAT FINAL PLANNING BE DONE BY A JOINT LAW ENFORCEMENT COUNCIL. UNIFORM CRIME REPORT STATISTICS ARE PRESENTED FOR MERCER COUNTY.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

55. **E FENNESSY ASSOCIATES, 1199 SKYLINE DRIVE, DALE CITY CA 94015. FINAL EVALUATION OF THE ORANGE COUNTY (CA) BURGLARY INDEX, 1977.** 117 p. 1977.

NCJ-45232

A COMPUTER-BASED DATA SYSTEM DESIGNED TO HELP LAW ENFORCEMENT AGENCIES IN ORANGE COUNTY, CALIF., DEAL WITH THE PROBLEM OF MULTIJURISDICTIONAL BURGLARS IS EVALUATED. THE 45-MONTH LEAA-FUNDED PROJECT HAD AS ITS GOAL THE DESIGN, DEVELOPMENT, AND IMPLEMENTATION OF A DATA SYSTEM TO PROVIDE ORANGE COUNTY POLICE WITH INFORMATION USEFUL IN THE PREVENTION OF BURGLARIES, THE CLEARANCE OF COMMITTED BURGLARIES, AND THE APPREHENSION OF BURGLARY SUSPECTS. THE SYSTEM THAT EVOLVED IS AN ONLINE PAWN FILE, WHICH MAINTAINS INFORMATION ON STOLEN GUNS, OFFICE EQUIPMENT, AND ELECTRONIC RECORDING APPLIANCES BROUGHT TO PAWN STORES. THE PROJECT EVALUATION IS BASED ON INTERVIEWS WITH SYSTEM USERS, ONSITE VISITS, REVIEW OF PROJECT DOCUMENTS, AND MAIL SURVEYS OF INVESTIGATORS AND EXECUTIVES IN ORANGE COUNTY POLICE AGENCIES. IT IS CONCLUDED THAT THE PROJECT HAS MADE A SIGNIFICANT CONTRIBUTION TO INCREASING POLICE PRODUCTIVITY IN ORANGE COUNTY AT A REASONABLE COST, HAS PROVIDED A USEFUL INVESTIGATIVE TOOL, AND IS DESERVING OF CONTINUED SUPPORT. DETAILS OF THE EVALUATION ACTIVITIES AND FINDINGS ARE PRESENTED TOGETHER WITH SUPPORTING DATA AND DOCUMENTATION. PROJECT EXPERIENCES RELEVANT TO THE PLANNING OF REGIONAL LAW ENFORCEMENT PROGRAMS ARE NOTED.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; CALIFORNIA OFFICE OF CRIMINAL JUSTICE PLANNING, 7171 BOWLING DRIVE, SACRAMENTO CA 95823.

56. **G. D. EASTMAN. FORT COLLINS (CO)—POLICE DEPARTMENT—FEASIBILITY OF CONSOLIDATION OF RECORDS AND COMMUNICATIONS FUNCTION POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 14 p. 1976.

NCJ-35207

JANUARY 22, 1973 REPORT ON A FEASIBILITY STUDY DISCUSSES INVOLVING THE FORT COLLINS POLICE DEPARTMENT, THE LARIMER COUNTY SHERIFF'S OFFICE, AND THE COLORADO STATE UNIVERSITY POLICE. LARIMER COUNTY HAS AN AREA OF 2614 SQUARE MILES AND A 1972 ESTIMATED POPULATION OF 102,600. THE PERSONNEL COMPLEMENTS OF THE FIVE LOCAL POLICE AGENCIES IN THE COUNTY ACCOUNT FOR A TOTAL SWORN STRENGTH OF 145, NOT INCLUDING THE 20 FULL-TIME SWORN PERSONNEL IN THE UNIVERSITY POLICE DEPARTMENT. THIS REPORT REVIEWS AND IDENTIFIES EXISTING SERVICES IN LARIMER COUNTY AND NEIGHBORING WELD COUNTY, WHICH ALSO LACKS A COUNTYWIDE SYSTEM OF RECORDS AND COMMUNICATIONS. (WELD COUNTY HAS AN AREA OF 4004 SQUARE MILES AND A 1972 ESTIMATED POPULATION OF 72,334.) AN ANALYSIS IS ALSO PRESENTED OF THE STATUS OF RECORDS AND COMMUNICATIONS IN THE TWO COUNTIES. IT IS

RECOMMENDED THAT A BICOUNTY RECORDS AND COMMUNICATIONS PLANNING COMMITTEE BE DEVELOPED, THAT RECORDS FOR ALL JURISDICTIONS OF BOTH COUNTIES, AND BE CENTRALIZED IN FORT COLLINS (LARIMER COUNTY), THAT EACH COUNTY HAVE A SINGLE COMMUNICATIONS CENTER INTERFACED DIRECTLY WITH EACH OTHER AND WITH THE RECORDS CENTER, AND THAT THE 911 TELEPHONE EMERGENCY REPORTING SYSTEM BE ADOPTED IN EACH COUNTY. SEVERAL ORGANIZATIONAL AND MANAGEMENT ALTERNATIVES FOR PROVIDING CENTRALIZED RECORDS/ COMMUNICATIONS/DATA PROCESSING SERVICES WITHIN THE TWO COUNTIES ARE ALSO IDENTIFIED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

57. **J. EVANS. FREMONT (CA)—PLANNING AN UPDATED POLICE COMMUNICATIONS SYSTEM, INCLUDING THE POTENTIAL FOR CONSOLIDATION WITH THREE NEARBY CITIES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 138 p. 1977. **NCJ-41778**

THIS COMMUNICATIONS STUDY, DATED APRIL 20, 1977, WAS PERFORMED FOR THE FREMONT POLICE DEPARTMENT, WHOSE 169 PERSONNEL (113 SWORN) SERVE 117,000 PERSONS LIVING IN AN AREA OF 64.3 SQUARE MILES. THE TWO PRIMARY OBJECTIVES OF THE TECHNICAL ASSISTANCE ASSIGNMENT WERE: TO ANALYZE THE FREMONT POLICE DEPARTMENT RADIO FREQUENCY PROBLEM AND RECOMMEND THE BEST SOLUTION, AND TO PROVIDE A FEASIBILITY STUDY OF THE CONSOLIDATED CENTRAL DISPATCH CONCEPT AS APPLIED TO THE FOUR CITIES IN SOUTHERN ALAMEDA COUNTY. FOLLOWING AN ANALYSIS OF THE PROBLEM, THE CONSULTANT OFFERS HIS FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS. THE BULK OF THE TEXT CONSISTS OF APPENDED MATERIAL THAT REPORTS ON A SURVEY OF THE FOUR CITIES.

58. **R. J. EVANS. BELLINGHAM (WA)—DESIGN AND IMPLEMENTATION STUDY FOR A COMPUTER-ASSISTED DISPATCH AND POLICE INFORMATION SYSTEM—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 47 p. 1978. **NCJ-47821**

PLANS TO INTEGRATE CITY AND COUNTY LAW ENFORCEMENT COMMUNICATIONS OPERATIONS IN BELLINGHAM, WHATCOM COUNTY, WASH., ARE EVALUATED, AND RECOMMENDATIONS FOR FACILITATING THE INTEGRATION ARE PRESENTED. HAVING TENTATIVELY AGREED TO ESTABLISH A NEW, CONSOLIDATED COMMUNICATIONS CENTER, TO INTRODUCE A 911 TELEPHONE SYSTEM, AND TO AUTOMATE THE ACTIVITIES AND RECORDS OF THE CONSOLIDATED CENTER, THE CITY AND COUNTY REQUESTED TECHNICAL ASSISTANCE IN THE FORM OF A STUDY OF EXISTING POLICE COMMUNICATIONS IN THE COUNTY AND THE PROPOSED CONSOLIDATION AND AUTOMATION. THE TECHNICAL ASSISTANCE REPORT DESCRIBES EXISTING CONDITIONS AND DRAWS CONCLUSIONS ABOUT THE PROPOSALS FOR UPGRADING POLICE COMMUNICATIONS AND DISPATCH SERVICES. THE CITY AND COUNTY ARE URGED TO COORDINATE INTRODUCTION OF THE 911 SYSTEM WITH THE OPENING OF THE NEW COMMUNICATIONS CENTER, TO PROCEED WITH PLANS TO IMPLEMENT A COMPUTER-ASSISTED DISPATCH SYSTEM, AND TO INCLUDE A MANAGEMENT INFORMATION SYSTEM AS PART OF THE DISPATCH AUTOMATION PLAN. SPECIFIC RECOMMENDATIONS FOR HARDWARE, LAYOUT OF THE COMMUNICATIONS CENTER, AND ADMINISTRATION AND OPERATION OF THE CENTER ARE OFFERED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

59. **R. J. EVANS. WASHTENAW COUNTY (MI)—SHERIFF'S DEPARTMENT—STUDY OF CENTRALIZED DISPATCH SYSTEM—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 23 p. 1976. **NCJ-38903**

THIS REGIONALIZED DISPATCHING IMPLEMENTATION STUDY WAS PERFORMED FOR THE LAW ENFORCEMENT AGENCIES OF WASHTENAW COUNTY (MI) (EXCEPTING ANN ARBOR AND YPSILANTI) AND IS DATED JANUARY, 1977. THE POPULATION OF THE COUNTY IN 1980 IS EXPECTED TO REACH 280,000. VARIOUS ALTERNATIVES, INCLUDING EMERGENCY TELEPHONE NUMBERS (911), ALL POLICE AGENCIES COMBINED INTO CENTRAL DISPATCH, COMPUTER-AIDED DISPATCH, OR ALL-EMERGENCY (FIRE, AMBULANCE, POLICE) DISPATCH, ARE CONSIDERED IN LIGHT OF PROJECTED POPULATION GROWTH. PERSONNEL REQUIREMENTS, RADIO FREQUENCIES, AND COST PROJECTIONS ARE EXAMINED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

60. **G. T. FELKENES. PANHANDLE REGION PLANNING COMMISSION—RECORD SYSTEM ASSESSMENT CAPABILITY STUDY FOR REGION—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 28 p. 1973. **NCJ-37622**

THIS REPORT, DATED APRIL 11, 1973, DETERMINES THE CAPABILITY OF PRESENT POLICE RECORDS SYSTEMS IN THE AMARILLO (TX) AREA TO MAKE READILY AVAILABLE DATA REQUIRED FOR CRIMINAL JUSTICE PLANNING. RECORDS SYSTEMS OF THE CITY OF AMARILLO POLICE DEPARTMENT AND THE POTTER COUNTY AND RANDALL COUNTY SHERIFF'S DEPARTMENT, AND OTHER RURAL PANHANDLE REGION POLICE AGENCIES WERE STUDIED. ALTHOUGH THE AMARILLO POLICE DEPARTMENT'S RECORDS SYSTEM WAS FOUND TO BE THE MOST MODERN AND ADEQUATE, CONSIDERABLY MORE DETAILS OF CRIMES WERE FOUND TO BE ESSENTIAL TO PLANNING EFFORTS. A REGIONAL RECORDS SYSTEM WAS RECOMMENDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

61. **A. A. HAMILTON. POLICE POLICY-MAKING AND CONSENSUS IN REGIONAL AND STATE INFORMATION SYSTEMS (FROM LAW ENFORCEMENT DATA PROCESSING SYMPOSIUM, APRIL 18-19, 1977 BY ALLEN L PEARSON 2D—SLE NCJ-45130).** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. 23 p. 1977. **NCJ-45140**

REASONS BEHIND THE ESTABLISHMENT OF THE REGIONAL JUSTICE INFORMATION SERVICE (REJIS) IN ST. LOUIS, MO., ARE REVIEWED, AND THE REJIS APPROACH TO SOLVING PROBLEMS IN DEALING WITH THE LAW ENFORCEMENT COMMUNITY IS DESCRIBED. THE PRIMARY GOAL OF REJIS IS TO BREAK DOWN INFORMATIONAL BARRIERS THAT HINDER THE ADMINISTRATION OF JUSTICE IN THE GREATER ST. LOUIS, MO., AREA. REJIS REPRESENTS A TRANSFORMATION OF THE ST. LOUIS POLICE DEPARTMENT COMPUTER INTO A SEPARATE, MULTIUSER ORGANIZATION SERVING LAW ENFORCEMENT, PROSECUTION, TRIAL COURT, JUVENILE COURT, CUSTODY, AND PROBATION AND PAROLE SECTORS OF THE CRIMINAL JUSTICE SYSTEM IN FOUR SUBURBAN COUNTIES AND THE CITY OF ST. LOUIS. PROBLEMS WITH REGARD TO THE RELATIONSHIP BETWEEN REJIS AND THE LAW ENFORCEMENT COMMUNITY ENCOUNTERED WHEN THE REGIONAL COMPUTER NETWORK WAS SPUN OFF FROM THE ST. LOUIS POLICE DEPARTMENT ARE REVIEWED, AND APPROACHES TO SOLVING THE PROBLEMS ARE DESCRIBED. REJIS FOUND THE FOLLOWING FOUR FACTORS TO BE CRITICAL IN ENCOURAGING POLICE TO SUPPORT THE COMPUTER

AGENCY AND IN OPTIMIZING SERVICE TO THE POLICE: (1) INVOLVING POLICE LEADERSHIP IN POLICYMAKING THROUGH AN ORGANIZATION SUCH AS THE REJIS LAW ENFORCEMENT POLICY ADVISORY COMMITTEE; (2) INSTILLING A SENSE OF PRESTIGE AND UNDERSTANDING IN THE DISPATCHERS AND OTHER PERSONNEL WHO USE THE REJIS TERMINALS AND WHO INDIRECTLY EDUCATE POLICE OFFICERS IN THE USE OF REJIS; (3) CONVINCING POLICE COMMANDERS OF THE COMPUTER'S POTENTIAL FOR PRODUCING MANAGEMENT REPORTS AND TRANSFERRING RECORDS FROM ONE TYPE OF AGENCY TO ANOTHER; AND (4) MAKING CERTAIN THAT THE COMPUTER CENTER'S PLANS FOR LONG TERM SYSTEMS DEVELOPMENT ARE BUILT UPON THE NEEDS PERCEIVED BY POLICE COMMANDERS.

62. **R. F. INGRAM. WENATCHEE (WA) POLICE DEPARTMENT AND CHELAN COUNTY (WA) SHERIFF'S DEPARTMENT—RECORD SYSTEM CONSOLIDATION FEASIBILITY STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 16 p. 1977. **NCJ-38916**

DATED JANUARY 1977, THIS REPORT PRESENTS RESULTS OF A STUDY WHICH DETERMINED TO WHAT EXTENT THE RECORDS SYSTEMS SHOULD BE CONSOLIDATED AND WHAT IS NEEDED TO ACCOMPLISH THAT LEVEL OF CONSOLIDATION. THE WENATCHEE POLICE DEPARTMENT, WITH A SWORN STRENGTH OF 43 OFFICERS, SERVES A POPULATION OF 17,000. THE CHELAN COUNTY SHERIFF'S OFFICE SERVES A POPULATION OF 41,000 LOCATED IN A 2,926 SQUARE MILE AREA. THIS TECHNICAL ASSISTANCE EFFORT WAS DESIGNED TO STUDY THE INDIVIDUAL AND COLLECTIVE INFORMATIONAL REQUIREMENTS FOR AN AUTOMATED AND CONSOLIDATED RECORDS SYSTEM; TO STUDY THE FEASIBILITY OF ITS IMPLEMENTATION, AND TO EXAMINE METHODS AND APPROACHES BY WHICH TO ACCOMPLISH THE CONSOLIDATION. THE TWO RECORDS SYSTEMS WERE REVIEWED AND FOUND GENERALLY TO BE OPERATING EFFECTIVELY; HOWEVER, SOME COMMON PROBLEMS WERE NOTED. A LONG RANGE RECOMMENDATION WAS MADE FOR CONSTRUCTION OF A NEW CITY/COUNTY BUILDING WITH A CONSOLIDATED RECORDS UNIT. IN ADDITION, IT IS RECOMMENDED THAT THE CITY AND COUNTY DEVELOP POLICY AND PROCEDURES FOR THEIR MANUAL SYSTEMS, DESIGN A MICROFILMING SYSTEM, AND DESIGN AND PURCHASE AN AUTOMATED INDEXING SYSTEM WITH THE CAPABILITY OF STORING OTHER DATA.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

63. **KELLY SCIENTIFIC CORPORATION. PRESENT STATUS AND RESOURCES OF POLICE MOBILE COMMUNICATIONS IN THE STATE OF NEW YORK.** 400 p. 1969. **NCJ-09669**

FIRST PHASE OF A PROGRAM TO DEVELOP A RATIONAL ENGINEERING DESIGN APPROACH TO THE PROBLEMS OF POLICE MOBILE RADIO WITHIN NEW YORK STATE. A COUNTY-BY-COUNTY REVIEW OF LAW ENFORCEMENT COMMUNICATIONS RESULTED IN THE DEVELOPMENT OF A TENTATIVE APPROACH TO REGIONALIZATION FOR POLICE MOBILE RADIO. THE REPORT PRESENTS DATA TO IDENTIFY AND HIGHLIGHT THE AREAS OF FIRST ACTION, THOSE THAT SHOW INDICATIONS OF HIGH CRIME ACTIVITY AND THAT CAN SERVE AS KERNEL AREAS FOR THE FIRST PHASE OF REGIONAL COMMUNICATIONS DEVELOPMENT. ANALYSIS PROVIDED INSIGHT INTO THE POSSIBLE ADDITIONAL MOBILE RADIO FREQUENCY CHANNELS REQUIRED FOR A SATISFACTORY STATEWIDE SYSTEM. THE FIVE COUNTIES COMPRISING NEW YORK CITY ARE NOT COVERED IN THIS REPORT. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: NEW YORK OFFICE OF CRIME CONTROL PLANNING.

64. **J. R. MANSELL. INFORMATION SYSTEM INTEGRATES POLICE, FIRE AND EMERGENCY DATA—AT CITY OF LONG BEACH, CALIFORNIA.** COPP ORGANIZATION, INC, 37 WEST 38TH STREET, NEW YORK NY 10018. *LAW AND ORDER*, V 21, N 4 (APRIL 1973), P 42, 44, 46, 48, 50 & 106. **NCJ-10655**

DESCRIPTION OF THE LONG BEACH, CALIFORNIA, PUBLIC SAFETY INFORMATION SYSTEM, WHICH AVOIDS DUPLICATION OF EFFORT BY ENCOMPASSING A BROAD SPECTRUM OF MUNICIPAL FUNCTIONS. THE TASK OF THE LONG BEACH SYSTEM IS TO INCORPORATE THE NEEDS OF ALL THE FUNCTIONAL ENTITIES INVOLVED IN PUBLIC SAFETY—THE POLICE DEPARTMENT, FIRE DEPARTMENT, AND EMERGENCY PREPAREDNESS ORGANIZATION—AS WELL AS ALL OF THE LICENSING AND CODE ENFORCEMENT ACTIVITIES THAT ARE RELATED TO PUBLIC SAFETY. THE SYSTEM IS GEARED TO ONLINE ENTRY AND RETRIEVAL OF DATA. USERS INTERACT DIRECTLY WITH IT THROUGH THE USE OF REMOTE TELEPROCESSING TERMINALS THAT ARE CONNECTED BY PHONE LINE TO THE COMPUTER. VISUAL DISPLAY TERMINALS MAKE POSSIBLE FAST ENTRY OF DATA DIRECTLY TO THE COMPUTER FILES, AND ALSO PERMIT IMMEDIATE DISPLAY OF DATA TO USERS ON DEMAND. (AUTHOR ABSTRACT)

65. **R. L. MARX. FAIRFIELD COUNTY (CT)—REGIONAL LAW ENFORCEMENT INFORMATION SYSTEM DEVELOPMENT—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 16 p. 1976. **NCJ-37333**

THIS REGIONAL POLICE INFORMATION SYSTEM ALTERNATIVES ANALYSIS WAS PERFORMED FOR THE FAIRFIELD COUNTY (CT) PLANNING OFFICE WHICH SERVES GREENWICH, WILTON, NEW CANAAN, DARIEN, NORWALK, AND STAMFORD AND IS DATED 9-76. FOUR ALTERNATIVES ARE DISCUSSED—STAY WITH A MANUAL INFORMATION SYSTEM, ACCESS THE BRIDGEPORT (CT) SYSTEM, DEVISE A MINICOMPUTER SUBREGIONAL SYSTEM, OR IMPLEMENT THREE TO SIX SEPARATE SYSTEMS. THE CONSULTANT RECOMMENDS FIRSTLY, THAT MORE PLANNING BE DONE BY THE PLANNING ADMINISTRATION, AND THAT IF IT IS DECIDED TO GO AHEAD TO A COMPUTERIZED SYSTEM, THE FEASIBILITY OF TYING-IN TO THE EXISTING BRIDGEPORT SYSTEM SHOULD BE INVESTIGATED FURTHER.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

66. **R. L. MARX. MICRODISC INFORMATION RETRIEVAL SYSTEM REGIONALIZATION EVALUATION—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 25 p. 1975. **NCJ-29992**

FEASIBILITY STUDY DATED OCTOBER 31, 1975, OF THE EXPANDABILITY OF A COMBINED MICROFILM/COMPUTER SYSTEM INSTALLED AT THE HARRISBURG (PA) POLICE DEPARTMENT. THIS MICRODISC SYSTEM IS USED FOR THE STORAGE AND RETRIEVAL OF MUG SHOTS, ARREST FINGERPRINT CARDS, AND RAP SHEETS. THE STATE PLANNING AGENCY WANTED TO KNOW THE EXPANDABILITY OF THE SYSTEM TO SERVE OTHER USERS (SMALLER POLICE DEPARTMENTS) IN THE AREA, INCLUDING THE DESIRABILITY OF SUCH EXPANSION, THE EXPANSION CAPABILITY OF THE SYSTEM, A REASONABLE ORGANIZATIONAL FORMAT FOR SHARING THE FACILITY, AND THE EXPECTED COSTS AND BENEFITS OF SUCH SHARING. POTENTIAL USERS OF THE SYSTEM INCLUDE AT LEAST 12 POLICE DEPARTMENTS, AND POSSIBLY AS MANY AS 25, IN THE IMMEDIATE GEOGRAPHICAL VICINITY OF HARRISBURG. THE TOTAL POPULATION SERVED BY SUCH A SHARED SYSTEM COULD BE AS HIGH AS 200,000 DEPENDING ON THE NUMBER OF DEPARTMENTS INVOLVED. STUDY FINDINGS INDICATED THAT ALTHOUGH THE HARRISBURG MICRODISC SYSTEM COULD BE EXPANDED, EXPANSION TO ITS FULL CAPACITY COULD RESULT IN A SIGNIFICANT DECREASE IN RESPONSE TIME. IT WAS CON-

CLUDED THAT, IN LIGHT OF A LACK OF DOCUMENTARY EVIDENCE THAT THE AREA CONSTITUTES A TRUE SOCIOLOGICAL REGION, THERE WAS NO OVERWHELMING REASON TO PUSH REGIONALIZATION OF RECORDS. RECOMMENDATIONS INCLUDED CONDUCTING A STUDY TO DETERMINE THE PATTERNS OF CRIMINAL MOBILITY IN THE GREATER HARRISBURG AREA AND THE SUBMISSION OF SYSTEM EXPANSION COST FIGURES. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

67. **J. J. MCDONNELL. MUSKEGON (MI)—CENTRAL POLICE DISPATCH—DIVISION OF CENTRAL OPERATIONS FOR POLICE SERVICES (COPS)—EXEMPLARY PROJECT.** ABT ASSOCIATES, INC, 55 WHEELER STREET, CAMBRIDGE MA 02138. 146 p. 1975. **NCJ-30393**

THE CENTRAL POLICE DISPATCH (CPD) SYSTEM OF MUSKEGON COUNTY (MI) PROVIDES AN AROUND-THE-CLOCK, CIVILIAN STAFF, EFFICIENT, AND HIGH-QUALITY SERVICE TO THE EIGHT COMMUNITIES THAT POOLED THEIR RESOURCES TO FORM IT. MUSKEGON'S CPD, ONE OF 17 PROGRAMS DESIGNATED 'EXEMPLARY' BY LEAA, IS PROVIDING MORE EXTENSIVE AND EFFECTIVE DISPATCHING SERVICES TO ITS MEMBER JURISDICTIONS THAN THOSE MEMBERS COULD PROVIDE SEPARATELY. ADMINISTRATIVE CONTROL IS VESTED IN A BOARD OF DIRECTORS COMPOSED OF A MUNICIPAL OFFICIAL FROM EACH JURISDICTION. OPERATIONAL CONTROL RESTS IN THE HANDS OF EXPERIENCED SENIOR POLICE OFFICERS FROM THE PARTICIPATING AGENCIES. THE MAJOR BENEFITS OF THE SYSTEM, ITS DEVELOPMENT AND IMPLEMENTATION AND ITS ADMINISTRATIVE AND ORGANIZATIONAL STRUCTURE ARE DISCUSSED. OPERATING PROCEDURES ARE DESCRIBED, AND THE ACHIEVEMENTS OF THE SYSTEM ARE COMPARED WITH STANDARDS PUT FORTH BY THE NATIONAL ADVISORY COMMISSION. THE COST OF THE PROJECT IS ANALYZED, AND INTERNAL AND EXTERNAL EVALUATION PROCEDURES ARE PRESENTED. THE FINAL SECTION LAYS OUT AN OVERALL APPROACH TO THE IMPLEMENTATION OF A CENTRAL DISPATCH SYSTEM IN OTHER JURISDICTIONS. RADIO COMMUNICATIONS TECHNOLOGY IS NOT CONSIDERED IN THIS REPORT BECAUSE OF THE GREAT VARIANCE IN REQUIREMENTS BETWEEN JURISDICTIONS AND BECAUSE GENERAL TREATMENTS ON THE SUBJECT ARE AVAILABLE FROM MANY OTHER SOURCES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

68. **G. MILLER. UNIVERSAL CITY JOINT DISPATCHING SYSTEM—POLICE SERVICES STUDY FACT SHEET.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 8 p. **NCJ-35942**

DISCUSSION OF THE ADVANTAGES THAT FOUR SMALL TEXAS MUNICIPALITIES HAVE FOUND IN OPERATING A JOINT POLICE DISPATCHING SYSTEM. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. AN APPENDIX CONTAINS A CONTRACT FOR PURCHASING AND PROVIDING LAW ENFORCEMENT AND EMERGENCY DISPATCHING SERVICES FOR UNIVERSAL CITY, LIVE OAK, CONVERSE, AND SELMA (TX). FOR RELATED DOCUMENTS, SEE NCJ-35940, 35941, AND 35943 THROUGH 35947.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

69. **MISSOURI LAW ENFORCEMENT ASSISTANCE COUNCIL REGION 10, P O BOX 445, 206 1/2 WEST SECOND, MARYVILLE, MO 64468. MISSOURI—LAW ENFORCEMENT ASSISTANCE COUNCIL—REGION 10—REGIONAL COMMUNICATIONS MANUAL.** 11 p. **NCJ-16293**

A DESCRIPTION OF CAPABILITIES, A LIST OF DEFINITIONS, AND A LIST OF CODE NUMBERS FOR THE REGIONAL DISPATCH CENTER OF MISSOURI'S REGION 10. THIS MANUAL IS CONSTRUCTED TO AID DEPARTMENTS, WITHIN THE REGION, IN THE USE OF THE REGIONAL COMMUNICATION FACILITIES. THE COMMUNICATIONS CENTER IS NOT DESIGNED TO CONTROL COMMUNICATIONS, BUT TO SUPPLEMENT THEM. THE CONTENTS OF THIS PAMPHLET WILL GIVE INDIVIDUAL ORGANIZATIONS A BASIC IDEA OF WHAT IS AVAILABLE TO THEM THROUGH THE COMMUNICATIONS CENTER. (AUTHOR ABSTRACT)

Availability: NCJRS MICROFICHE PROGRAM.

70. **MOTOROLA COMMUNICATIONS AND ELECTRONICS INC. LAW ENFORCEMENT COMMUNICATIONS STUDY FOR THE STATE OF WYOMING.** 69 p. 1972. **NCJ-26785**

THIS REPORT RECOMMENDS THE PLANNING AND INSTALLATION OF A BACKBONE MICROWAVE COMMUNICATIONS LINK FOR STATEWIDE COVERAGE AND THE PROVISION OF FOUR-CHANNEL COMMUNICATIONS CAPABILITIES FOR ALL WYOMING LAW ENFORCEMENT AGENCIES. TOPICS COVERED BY THIS REPORT INCLUDE THE MANAGEMENT OF THE WYOMING LAW ENFORCEMENT COMMUNICATIONS NETWORK AND THE OPERATIONAL REQUIREMENTS OF THE SYSTEM. OTHER RECOMMENDATIONS ARE GIVEN FOR THE DEVELOPMENT OF A STATEWIDE EMERGENCY CHANNEL AND THE REGIONALIZATION OF COMMUNICATIONS DISPATCH CENTERS.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; WYOMING GOVERNOR'S PLANNING COMMITTEE ON CRIMINAL ADMINISTRATION, STATE OFFICE BUILDING, EAST, 4TH FLOOR, CHEYENNE, WY 82002.

Availability: NCJRS MICROFICHE PROGRAM.

71. **NEW YORK STATE IDENTIFICATION AND INTELLIGENCE SYSTEM, ALFRED E SMITH STATE OFFICE, BUILDING, ALBANY NY 12225. NYSIIS (NEW YORK STATE IDENTIFICATION AND INTELLIGENCE SYSTEM)—NEW CONCEPT IN CRIMINAL JUSTICE INFORMATION SHARING—SYSTEM DEVELOPMENT PLAN.** 226 p. 1967. **NCJ-09908**

REQUIREMENTS OF NEW YORK STATE'S CRIMINAL JUSTICE SYSTEM AND THE DEVELOPMENT OF NYSIIS AS A TECHNOLOGICAL TOOL TO FACILITATE SYSTEMATIC SHARING OF INFORMATION. DEVELOPMENT OF THE SYSTEM IS IN A SERIES OF BUILDING BLOCKS, EACH OF WHICH CONSISTS OF A SET OF CAPABILITIES RELATED BY PURPOSE OR STATE OF DEVELOPMENT. OVER 3600 CRIMINAL JUSTICE AGENCIES ARE INVOLVED. OTHER CHAPTERS OF THE REPORT DESCRIBE THE FUNCTIONS OF BUILDING BLOCK ONE AND ITS RELATED SYSTEMS ANALYSIS AND DESIGN. BUILDING BLOCK ONE IS DESIGNED FOR TWO BASIC COMPUTERIZED CAPABILITIES—CRIMINAL HISTORY INFORMATION, AND ANALYTIC INFORMATION SUCH AS FINGERPRINT PROCESSING, FRAUDULENT CHECK COMPARISON, AND PERSONAL APPEARANCE PROCESSING. DETAILS OF ORGANIZATION AND OPERATION OF THESE FUNCTIONS ARE COVERED, AS WELL AS OF THOSE FUNCTIONS TO BE INCLUDED AT A LATER STAGE.

72. **D. L. NORRGARD. FEASIBILITY OF ESTABLISHING A JOINT POLICE RECORDS SYSTEM FOR THE CITIES OF BATAVIA, GENEVA AND ST CHARLES (IL) POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 22 p. 1976. **NCJ-37338**

THIS REGIONAL POLICE RECORDS FEASIBILITY STUDY WAS DONE FOR BATAVIA (POP. 10,816; 21 POLICE; 5.5 SQ. MI.), GENEVA (POP. 9,146; 23 POLICE; 4.6 SQ.MI.)., AND ST. CHARLES (POP. 15,144; 36 POLICE; 7.9 SQ. MI.) AND IS DATED 11-76. FOLLOWING A REVIEW OF RECORD KEEPING PROCEDURES IN THE THREE DEPARTMENTS, THE CONSULTANT RECOMMENDED STRONGLY THAT THE RECORDS UNITS BE

CONSOLIDATED INTO ONE UNIT, LOCATED AT GENEVA. THE THREE CITIES ALREADY HAVE CONSOLIDATED THEIR POLICE COMMUNICATIONS OPERATION. IT WAS RECOMMENDED THAT THE NEW RECORD UNIT BE HOUSED IN THE COMMUNICATION BUILDING.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

73. **D. L. NORRGARD. FRONT ROYAL (VA) AND WARREN COUNTY (VA)—CONSOLIDATION OF POLICE RECORDS AND COMMUNICATION SERVICES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 25 p. 1977. **NCJ-41919**

THIS CONSOLIDATION FEASIBILITY STUDY, DATED MAY 18, 1977, WAS UNDERTAKEN FOR THE FRONT ROYAL AND WARREN COUNTY POLICE DEPARTMENTS WHOSE TOTAL POLICE STRENGTH OF 52 PERSONNEL SERVE A COMBINED POPULATION OF 25,000 PERSONS. ASSISTANCE WAS SOUGHT BY THE AREA'S PLANNING DISTRICT COMMISSION TO ASCERTAIN THE FEASIBILITY OF ESTABLISHING AN INTEGRATED POLICE RECORDS AND COMMUNICATIONS SYSTEM FOR THE LAW ENFORCEMENT AGENCIES OF FRONT ROYAL AND WARREN COUNTY, VIRGINIA. THE PRINCIPAL RECOMMENDATION OF THE CONSULTANT WAS TO ESTABLISH A SINGLE JOINT RECORDS/COMMUNICATIONS CENTER TO SERVE THE NEEDS OF BOTH DEPARTMENTS. SPECIFIC RECOMMENDATIONS ARE INCLUDED IN THE REPORT FOR MAKING THE JOINT CENTER MORE EFFECTIVE IN ITS INTENDED PURPOSE; I.E., TO RECEIVE AND SEND MESSAGES ON A TIMELY BASIS, TO PROCESS INFORMATION SYSTEMATICALLY, AND TO RETAIN RECORDS IN A LOGICAL MANNER. (AUTHOR ABSTRACT)

74. **D. PACE. SPRING VALLEY AND VILLAGE (TX)—POLICE DEPARTMENTS POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 30 p. 1974. **NCJ-34604**

A RECORDS CONSOLIDATION FEASIBILITY STUDY FOR VILLAGE (TX) (POPULATION 18,000; POLICE STRENGTH 23), AND SPRING VALLEY (TX) (POPULATION 10,000; POLICE STRENGTH 7 PLUS DISPATCHERS), DATED MAY 7, 1974. RECOGNIZING THE LIMITED GROUNDWORK THAT HAD GONE INTO CONSOLIDATION PREPARATIONS, THE REPORT STRESSES INSTEAD THE 'CLEANING UP' OF THE RECORDS PROCEDURES OF THE TWO DEPARTMENTS.

75. **A. R. PATZLAFF. JOHNSON COUNTY (IA)—CONSOLIDATED COMMUNICATIONS SYSTEM FOR LAW ENFORCEMENT AGENCIES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 41 p. 1973. **NCJ-39102**

TECHNICAL ASSISTANCE WAS PROVIDED IN PLANNING THE NEW CONSOLIDATED COMMUNICATIONS CENTER AND SYSTEM FOR JOHNSON COUNTY (IA) (72,000 PERSONS ON 650 SQ MI.) INVOLVING 4 LAW ENFORCEMENT AGENCIES, DATED 10-16-73. THE AGENCIES INVOLVED ARE THE IOWA CITY POLICE DEPARTMENT, THE JOHNSON COUNTY SHERIFF'S POLICE DEPARTMENT, THE CITY OF CORALVILLE POLICE DEPARTMENT, AND THE UNIVERSITY OF IOWA SECURITY FORCE. THE CONSULTANT SUGGESTED VARIATIONS IN RADIO FREQUENCIES AND TYPES OF EQUIPMENT TO FULFILL THE NEEDS OF THE AGENCIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

76. **A. R. PATZLAFF. RACINE COUNTY (WI)—OFFICE OF EMERGENCY GOVERNMENT RADIO ENGINEERING STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 23 p. 1973. **NCJ-37846**

REPORT ON TECHNICAL ASSISTANCE PROVIDED IN PERFORMING A RADIO ENGINEERING STUDY FOR A COUNTYWIDE POLICE RADIO COMMUNICATIONS SYSTEM FOR THE NINE TOWNSHIPS IN RACINE COUNTY (WI). THE REQUEST FOR ASSISTANCE SPECIFIED THAT THE STUDY SHOULD CONSIDER EFFICIENCY OF ALTERNATIVE NETWORK DESIGNS, EQUIPMENT COSTS, AND THE STATE-OF-THE-ART OF EQUIPMENT DEVELOPMENT. THE CONSULTANT DEVELOPED A PLAN INCORPORATING THE EXISTING OPERATIONS AND ESTABLISHING IMPROVED CAR-TO-CAR COMMUNICATION RANGE; ELIMINATION OF CO-CHANNEL DISRUPTION OF COUNTY TRANSMISSIONS; EXPANDED USE OF PORTABLE RADIO EQUIPMENT WITH INCREASED RANGE; AND REDUCTION IN THE CO-CHANNEL INTERFERENCE BEING RECEIVED FROM DISTANT STATIONS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

77. **PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. LOCKHART/CALDWELL COUNTY (TX)—CONSOLIDATION OF POLICE RECORDS AND COMMUNICATIONS—POLICE TECHNICAL ASSISTANCE REPORT.** 39 p. 1975. **NCJ-30333**

THIS REPORT, DATED NOVEMBER 21, 1975, CONTAINS AN INVESTIGATION OF THE MANPOWER UTILIZATION, RECORDS SYSTEM, AND COMMUNICATIONS SYSTEM OF THE LOCKHART/ CALDWELL COUNTY POLICE AND SHERIFF DEPARTMENTS. CALDWELL COUNTY IS LOCATED IN SOUTH-CENTRAL TEXAS, SLIGHTLY EAST OF A LINE DRAWN FROM SAN ANTONIO TO AUSTIN. THE COUNTY POPULATION IS APPROXIMATELY 25,000, SPREAD OVER 544 SQUARE MILES. THE SHERIFF'S OFFICE CONSISTS OF THE SHERIFF AND FOUR DEPUTIES. THE CITY OF LOCKHART COVERS APPROXIMATELY FOUR AND ONE-HALF SQUARE MILES AND HAS A POPULATION OF 7,300. THE LOCKHART POLICE DEPARTMENT CONSISTS OF THE CHIEF OF POLICE AND SEVEN PATROLMEN, THREE OF WHOM ARE PART-TIME EMPLOYEES. AS RECEIVED, THIS REPORT CALLED FOR REVIEW OF TWO AREAS: THE FEASIBILITY OF CENTRALIZING RADIO DISPATCH SERVICES FOR CITY AND COUNTY LAW ENFORCEMENT PERSONNEL AND THE REVIEW OF A NEW POSITION OF 'POLICE ADMINISTRATIVE COORDINATOR'. HOWEVER, OBSERVATIONS SHOWED THAT COMMUNICATIONS WERE IN EFFECT ALREADY CONSOLIDATED, SINCE THE CITY PROVIDES COMMUNICATIONS SERVICES TO THE NORTHERN HALF OF THE COUNTY. THE RECORDS AND REPORTING, RADIO COMMUNICATIONS, MANPOWER, AND PHYSICAL FACILITIES WERE REVIEWED. IT WAS DETERMINED THAT THE NEW POSITION OF POLICE ADMINISTRATIVE COORDINATOR WAS NOT FEASIBLE. HOWEVER, IT WAS NOTED THAT THE CHIEF OF POLICE WAS OVERBURDENED AND THAT ADDITIONAL PERSONNEL WERE NEEDED. THE REPORT STATES THAT FIRE DEPARTMENT PERSONNEL SERVING AS POLICE DISPATCHERS SHOULD BE REPLACED WITH CIVILIAN PERSONNEL ASSIGNED TO THE POLICE DEPARTMENT, AND THAT AN ORGANIZED RECORDS SYSTEM SHOULD BE ESTABLISHED. FINALLY, IT WAS RECOMMENDED THAT THE DEPARTMENT OBTAIN A HIGH-SPEED TELETYPE AND THAT THE OFFICE FACILITIES BE REARRANGED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

78. **PUBLIC SYSTEMS INC. FEASIBILITY OF A COORDINATED RECORDS AND COMMUNICATIONS SYSTEM FOR REGION XI, CALIFORNIA COUNCIL ON CRIMINAL JUSTICE, COUNTY OF SAN DIEGO, V 1.** 30 p. 1971. **NCJ-07949**

THE REQUIREMENTS FOR RECORD SERVICES, DATA PROCESSING SUPPORT, AND COMMUNICATION FACILITIES FOR THE COUNTY'S LAW ENFORCEMENT AGENCIES. A DOCUMENTATION OF THE FEASIBILITY OF A COORDINATED AP-

PROACH TO THE PROVISION OF EMERGENCY SERVICES ON A COUNTYWIDE BASIS, SUGGESTION OF THE EXTENT TO WHICH SUCH COORDINATION SHOULD BE ACHIEVED IN ORDER TO ATTAIN MAXIMUM EFFECTIVENESS AND EFFICIENCY OF THESE SERVICES WITHOUT ABROGATING LOCAL CONTROL OF EMERGENCY SERVICES, AND RECOMMENDATION OF THE BROAD OUTLINE OF AN IMPLEMENTATION PLAN TO ACHIEVE THIS COORDINATION. THIS REPORT PRESENTS, IN THE FORM OF SPECIFIC RECOMMENDATIONS, THE MAJOR POLICY DECISIONS WHICH MUST BE MADE WITHIN THE COUNTY IN ORDER TO ACHIEVE THE COORDINATED SYSTEM. IN PARTICULAR, AN ORGANIZATIONAL STRUCTURE BY WHICH DESIGN, IMPLEMENTATION, AND OPERATION OF THE COORDINATED SYSTEM CAN BE ACHIEVED IS PRESENTED. THE AUTHORS CLAIM THAT THERE ARE NO TECHNICAL OR ECONOMIC HINDERANCES TO IMPLEMENTATION OF THE SYSTEM CONCEPT PRESENTED IN THIS DOCUMENT. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: SAN DIEGO COUNTY, CALIFORNIA.

Availability: NCJRS MICROFICHE PROGRAM.

79. **J. E. REAMES. AUTOMATED CRIMINAL RECORDS SYSTEMS FOR SMALL DEPARTMENTS.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *POLICE CHIEF,* V 43, N 10 (OCTOBER 1976), P 54-56. **NCJ-36463**

DISCUSSION OF FACTORS TO BE CONSIDERED WHEN SMALL POLICE AGENCIES DECIDE TO UNITE AND IMPLEMENT A MULTIDEPARTMENTAL INFORMATION PROCESSING SYSTEM. TOPICS ADDRESSED INCLUDE CHAIN OF COMMAND AND POLICIES, PSYCHOLOGICAL IMPACT, SYSTEM GROWTH, COMMUNICATIONS PROBLEMS, PRESENTATION OF MATERIAL TO LINE OFFICERS, AND IMPROPER USE OF SHARED INFORMATION. FUTURE TRENDS ARE ALSO CONSIDERED.

80. **SAN JOSE POLICE DEPARTMENT, P O BOX 270, SAN JOSE CA 95103. SAN JOSE (CA) POLICE DEPARTMENT—SANTA CLARA COUNTY (CA) SHERIFF'S OFFICE—RECORDS IMPROVEMENT PROJECT—FINAL REPORT.** 600 p. 1975. **NCJ-36114**

FINAL REPORT ON A PROJECT TO COMPUTERIZE AND COMBINE THE RECORD SYSTEMS OF THE SAN JOSE POLICE DEPARTMENT AND THE SANTA CLARA COUNTY SHERIFF'S OFFICE. THIS REPORT CONTAINS GRANT REQUIREMENTS, A FEASIBILITY STUDY, CONCEPTUAL DESIGN DOCUMENTS, MICROFILM PROCEDURES MANUAL, AN EVALUATION REPORT, AND MISCELLANEOUS PROJECT DOCUMENTS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

81. **R. L. SOHN, E. A. GARCIA, and R. D. KENNEDY. MULTI-COMMUNITY COMMAND AND CONTROL SYSTEMS IN LAW ENFORCEMENT—AN INTRODUCTORY PLANNING GUIDE.** CALIFORNIA INSTITUTE OF TECHNOLOGY JET PROPULSION LABORATORY, PASADENA CA 91103. 84 p. 1976. **NCJ-34410**

THIS MANUAL PRESENTS A SET OF PLANNING GUIDELINES FOR MULTI-JURISDICTIONAL COMMAND AND CONTROL SYSTEMS (IN PARTICULAR THOSE FOR DISPATCHING) AND OUTLINES ESSENTAL SYSTEM CHARACTERISTICS AND APPLICATIONS. REQUIREMENTS ANALYSIS, SYSTEM CONCEPT DESIGN, IMPLEMENTATION PLANNING, AND PERFORMANCE AND COST MODELING ARE DESCRIBED AND DEMONSTRATED WITH NUMEROUS EXAMPLES. PROGRAM MANAGEMENT TECHNIQUES AND JOINT POWERS AGREEMENTS FOR MULTICOMMUNITY PROGRAMS ARE DISCUSSED IN DETAIL. A DESCRIPTION OF A TYPICAL MULTICOMMUNITY COMPUTER-AIDED DISPATCH SYSTEM IS APPENDED, AS WELL AS AN ANNOTATED OUTLINE OF BYLAWS TO A JOINT POWERS AGREEMENT. THIS DOCUMENT IS ONE OF A SERIES OF FIVE GUIDELINE MANUALS ON MOBILE DIGITAL COMMUNICATIONS, COMPUTER-AIDED DISPATCH, AUTOMATIC VEHICLE LOCATION, PATROL FORCE ALLOCATION, AND MULTICOMMUNITY COMMAND AND CONTROL SYSTEMS FOR LAW ENFORCEMENT APPLICATIONS. FOR THE OTHER DOCUMENTS IN THE SERIES, SEE NCJ-34409, 32262-63, AND 28581. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agencies: NATIONAL CRIMINAL JUSTICE INFORMATION & STATISTICS SERVICE; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

Availability: GPO Stock Order No. 027-000-00744-9; NCJRS MICROFICHE PROGRAM.

82. **SPECTRA ASSOCIATES INC. IOWA TELECOMMUNICATIONS PLAN FOR LAW ENFORCEMENT EQUIPMENT SPECIFICATIONS, APPENDIX TO V 1, MARCH 1974.** 119 p. 1974. **NCJ-48505**

SPECIFICATIONS ARE GIVEN FOR TRANSMITTERS, RECEIVERS, ANTENNAS, BASE AND REMOTE STATIONS, AND ALL SUPPORT EQUIPMENT NEEDED FOR IOWA'S PLANNED COMMUNICATIONS NETWORK LINKING ALL POLICE AND EMERGENCY SERVICES. THE STATEWIDE PLAN WOULD LINK ALL POLICE, FIRE, RESCUE, AND CIVIL DEFENSE SERVICES AT THE COUNTY LEVEL. THE EQUIPMENT HAS THE CAPACITY FOR STATEWIDE AND NATIONAL LINKAGE. A COMMON EMERGENCY NUMBER WOULD BE USED. THIS APPENDIX TO AN OPERATIONS DESCRIPTION AND AN EXECUTIVE SUMMARY (SEE NCJ 48504 AND 48506) CONTAINS THE TECHNICAL MATERIAL. DETAILED SPECIFICATIONS ARE PROVIDED FOR ALL EQUIPMENT NEEDED FOR RURAL COUNTIES, URBAN AREAS WITH EXISTING POLICE NETWORKS, AND COUNTIES WITH A MIXTURE OF EXISTING POLICE SYSTEMS. EQUIPMENT INCLUDES BOTH STATIONARY AND MOBILE UNITS, VOICE PRIVACY UNITS, PHONE PATCHES, PERSONAL PORTABLE BATTERY CHARGERS, HIGH-BAND MOTORCYCLE RADIO EQUIPMENT, A TELEPHONE CALL DIVERTER, A TRANSPORTABLE EMERGENCY COMMAND POST, AND SUCH SUPPORT EQUIPMENT AS ENCLOSURES, RACKS, AND CABINETS. SCHEMATIC DIAGRAMS, GRAPHS, AND INSTALLATION CONFIGURATIONS ARE INCLUDED.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; IOWA CRIME COMMISSION.

Availability: NCJRS MICROFICHE PROGRAM.

83. **M. R. STEWART. SAN DIEGO (CA)—STATUS REPORT OF THE AREA REGIONAL JUSTICE INFORMATION SYSTEM (ARJIS) PROJECT, PHASE 2 POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 24 p. 1976. **NCJ-47825**

A STATUS REPORT IS PRESENTED ON THE DEVELOPMENT OF THE LAW ENFORCEMENT PORTION OF AN AUTOMATED REGIONAL CRIMINAL JUSTICE SYSTEM FOR THE SAN DIEGO, CALIF., AREA. THE ARJIS PROJECT BEGAN IN NOVEMBER 1975, WITH THE SAN DIEGO POLICE DEPARTMENT ASSUMING RESPONSIBILITY FOR DEVELOPMENT OF LAW ENFORCEMENT APPLICATIONS OF THE PROPOSED SYSTEM. THE STATUS REPORT, WHICH IS BASED ON PROJECT ACTIVITIES OUTLINED IN THE FIRST-YEAR GRANT APPLICATION, COVERS (IN OUTLINE FORMAT) THE FOLLOWING SYSTEM APPLICATIONS: MASTER OPERATION INDEX; CRIME CASE; ARREST; MANPOWER RESOURCE ALLOCATION; CRIME ANALYSIS; FIELD INTERROGATION; AUTOMATED WORTHLESS DOCUMENT INDEX; PERSONNEL; AND PROPERTY. FOR EACH APPLICATION, PROJECT STATUS IS REPORTED AS COMPLETED (EITHER WITH OR WITHOUT ADEQUATE DOCUMENTATION) OR NOT COMPLETED. ALTHOUGH DOCUMENTATION GENERALLY IS FOUND TO BE ADEQUATE, PROBLEMS IN DOCUMENTATION OF SYSTEM USER REQUIREMENTS ARE NOTED. IT IS RECOMMENDED THAT THE PROJECT ADD AN EXPERT ON LAW ENFORCEMENT COMPUTER SYSTEMS DESIGN TO THE DEVELOPMENT TEAM. THE DECISION TO DESIGN SYSTEM APPLICATIONS PRIMARILY TO MEET THE

NEEDS OF THE AREA'S LARGEST LAW ENFORCEMENT AGENCY, WITH PROVISIONS FOR OTHER AGENCIES TO USE DESIRED PORTIONS OF EACH APPLICATION, IS DISCUSSED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

84. **W. H. TREFRY. RICHLAND, PASCO, AND KENNEWICK (WA)—POLICE DEPARTMENTS—FEASIBILITY OF ESTABLISHING A TRI-CITY CRIMINAL JUSTICE DATA PROCESSING CENTER—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 18 p. 1973. **NCJ-38781**

DATED NOVEMBER 14, 1973, THIS REPORT ASSESSES THE DATA COLLECTION AND STORAGE ABILITIES OF FIVE LAW ENFORCEMENT AGENCIES WITHIN TWO WASHINGTON COUNTIES TO DETERMINE THE FEASIBILITY OF ESTABLISHING A COMMON DATA CENTER. THE AGENCIES STUDIED WERE THE PASCO POLICE DEPARTMENT, THE FRANKLIN COUNTY SHERIFF'S OFFICE, THE KENNEWICK POLICE DEPARTMENT, THE RICHLAND POLICE, AND THE BENTON COUNTY SHERIFF'S OFFICE. THESE FIVE AGENCIES SERVE OVER 100,000 POPULATION, WITH NEARLY 80,000 OF THIS POPULATION LOCATED IN AN AREA OF APPROXIMATELY 10 MILES IN DIAMETER. THIS STUDY REVIEWED THE REPORT FORMS USED TO GATHER DATA BY ALL THE AGENCIES AND MADE ON-SITE VISITS TO DETERMINE THE QUALITY AND ADAPTABILITY OF EXISTING RECORDS MANAGEMENT SYSTEMS. THE EXISTING FORMS WERE FOUND TO BE UNACCEPTABLE FOR AN ELECTRONIC DATA PROCESSING SYSTEM. THE ASSESSMENT OF THE RECORDS-KEEPING FACILITIES OF ALL DEPARTMENTS SHOWED THAT NONE OF THEM LENT THEMSELVES TO DIRECT INPUT TO A DATA SYSTEM DUE TO THE WIDE VARIETY OF FILES MAINTAINED AND THE NON-UNIFORM NATURE OF THE DATA COLLECTED. SYSTEM REQUIREMENTS FOR A COMMON ELECTRONIC DATA PROCESSING CAPABILITY ARE LISTED AND INTERIM DEVELOPMENT CONSIDERATIONS ARE OUTLINED. IT IS RECOMMENDED THAT THE AGENCIES WORK TOWARD AGREEING UPON A UNIFORM METHOD OF COLLECTING AND STORING DATA; THAT BACKGROUND STATISTICAL APPROACHES SHOULD BE DEVELOPED USING PRESENT ELECTRONIC DATA PROCESSING CAPABILITY, ACCOMMODATING IDENTIFIED MANAGEMENT NEEDS; AND THAT A FULL CAPABILITY ON-LINE CRIMINAL JUSTICE INFORMATION SYSTEM, WITH MINIMUM CRITERIA OF NAME INDEXING AND PROVIDING THAT DATA NECESSARY TO SUPPORT THE OFFICER IN THE FIELD SHOULD BE DEVELOPED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

85. **L. R. WALTON. CUMBERLAND COUNTY AND PORTLAND (ME)—RECORDS SYSTEM CONSOLIDATION—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 25 p. 1976. **NCJ-36852**

THIS RECORDS SYSTEM CONSOLIDATION STUDY WAS PREPARED FOR THE CUMBERLAND COUNTY (ME) SHERIFF'S DEPARTMENT AND THE PORTLAND (ME) POLICE DEPARTMENT, AND IS DATED SEPTEMBER 1976. THE SHERIFF'S DEPARTMENT SERVES 203,200 PERSONS OVER 884.7 SQUARE MILES WITH 64 EMPLOYEES (57 SWORN). THE POLICE DEPARTMENT SERVES 68,000 PERSONS ON 28.3 SQUARE MILES WITH 214 EMPLOYEES (168 SWORN). IMPROVED RECORD FORMS AND PROCEDURES ARE SUGGESTED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

86. **L. R. WALTON. DUKES COUNTY (MA)—CONSOLIDATION OF RECORDS AND INVESTIGATION SERVICES—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 60 p. 1976 **NCJ-35355**

THIS RECORDS AND INVESTIGATION CONSOLIDATION FEASIBILITY STUDY WAS CARRIED OUT FOR THE DUKES COUNTY (MARTHA'S VINEYARD) (MA) GOVERNMENT—44 FULL TIME AND 22 PART TIME POLICE SERVE 7850 PERSONS ON 102 SQUARE MILES. THE REPORT IS DATED JULY, 1976. AT THE PRESENT TIME, SIX POLICE DEPARTMENTS PROVIDE POLICE SERVICES TO THE RESIDENT POPULATION, WHICH INCREASES MORE THAN TENFOLD IN THE SUMMER MONTHS. THE CONSULTANT RECOMMENDS CONSOLIDATION OF THE INVESTIGATIVE AND RECORDS KEEPING FUNCTION AND PRESENTS DETAILED GUIDELINES FOR THE OPERATIONS OF THESE FUNCTIONS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

87. **R. F. WIBORG. MINERAL WELLS (TX)—POLICE DEPARTMENT—CONSOLIDATION OF POLICE RECORDS AND COMMUNICATION—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 28 p. 1975. **NCJ-29652**

A STUDY ON THE CONSOLIDATION OF POLICE RECORDS AND COMMUNICATIONS FOR THE MINERAL WELLS (TX) POLICE DEPARTMENT AND THE PALO PINTO COUNTY SHERIFF'S DEPARTMENT, DATED OCTOBER 14, 1975. THE MINERAL WELLS POLICE DEPARTMENT, WITH 25 SWORN OFFICERS AND 5 NON-SWORN PERSONNEL, PROVIDES POLICE SERVICES TO AN ELEVEN SQUARE MILE AREA THAT HAS A POPULATION OF 17,000. THE PALO PINTO COUNTY SHERIFF'S DEPARTMENT HAS A SWORN STRENGTH OF EIGHT, AND PROVIDES SERVICES FOR 26,000 PEOPLE IN A 948 SQUARE MILE AREA. THE STUDY IS CONCERNED WITH PLANNING A JOINT HEADQUARTERS FACILITY FOR THE TWO DEPARTMENTS. THE FOUR MAIN AREAS UNDER CONSIDERATION ARE JAIL SIZE AND CAPACITY, OFFICE SPACE REQUIREMENTS, COMMUNICATIONS EQUIPMENT, AND RECORDS EQUIPMENT.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; MINERAL WELLS POLICE DEPARTMENT, MINERAL WELLS TX 76067.

Availability: NCJRS MICROFICHE PROGRAM.

88. **R. C. ZELNIO. SELF AUDITING OF LAW ENFORCEMENT CJIS (CRIMINAL JUSTICE INFORMATION SYSTEM) SYSTEMS (FROM LAW ENFORCEMENT DATA PROCESSING SYMPOSIUM, APRIL 18-19, 1977 BY ALLEN L PEARSON 2D—SEE NCJ-45130).** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. 16 p. 1977. **NCJ-45132**

THE PLANNING, IMPLEMENTATION, AND AUDITING OF A REGIONAL INFORMATION SYSTEM SERVING 15 LAW ENFORCEMENT AGENCIES IN IOWA AND ILLINOIS ARE DESCRIBED. IN 1973, ROCK ISLAND COUNTY, ILL., AND SCOTT COUNTY, IOWA, FORMED THE BI-STATE METROPOLITAN COMPUTER COMMISSION TO ESTABLISH A COST-EFFECTIVE MEANS OF ASSISTING LOCAL GOVERNMENTS WITH THEIR RECORD FUNCTIONS. LAW ENFORCEMENT AGENCIES SERVING THE AREA'S 720,000 RESIDENTS HAVE SINCE ESTABLISHED LINKS TO THE BISTATE COMPUTER FOR INPUT AND RETRIEVAL OF LOCAL LAW ENFORCEMENT INFORMATION, FOR COMMUNICATION WITH STATEWIDE COMPUTER SYSTEMS IN ILLINOIS AND IOWA, AND, THROUGH THE STATE NETWORKS, FOR LINKAGE TO THE NATIONAL CRIME INFORMATION CENTER. RATHER THAN CREATING NEW SOFTWARE, THE BISTATE PROGRAM IMPORTED THE ALERT SYSTEM DEVELOPED IN KANSAS CITY. A SPECIAL COMMITTEE IS CHARGED WITH THE RESPONSIBILITY OF AUDITING THE ALERT FILES FOR COMPLETENESS AND ACCURACY. IN AUDITS CONDUCTED IN JANUARY, FEBRUARY, AND MARCH 1977 THE COMMITTEE FOUND NO INACCURACIES AND WAS ABLE TO PRODUCE A SOURCE DOCUMENT TO SUBSTANTIATE EACH ENTRY AUDITED. THE PROCEDURES FOLLOWED BY THE AUDIT COMMITTEE ARE OUTLINED, AND DOCUMENTS ILLUSTRATING THOSE PROCEDURES ARE APPENDED. DETAILS OF THE PLANNING AND IMPLEMENTATION OF THE BISTATE PROGRAM ARE PROVIDED.

Physical Facilities

89. **S. ALBERT. HENRY COUNTY (IA)—LAW ENFORCEMENT FACILITY PLANNING—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 18 p. 1973. **NCJ-38780**

DATED DECEMBER 1973, THIS REPORT DESCRIBES THE OPTIONS AVAILABLE FOR EXPANSION OR CONSTRUCTION OF LAW ENFORCEMENT FACILITIES FOR THE MT. PLEASANT POLICE DEPARTMENT AND HENRY COUNTY SHERIFF'S OFFICE. PROFESSIONAL ARCHITECTURAL SERVICES WERE PROVIDED TO HENRY COUNTY, IOWA, IN ORDER TO DETERMINE A VIABLE PROGRAM FOR ADDITIONAL CONSTRUCTION AT THE SITE OF THE EXISTING COUNTY SHERIFF'S FACILITIES TO PROVIDE FOR JOINT CITY-COUNTY POLICE SERVICES, TO ESTABLISH THE BEST OPTIONS FOR THE OPTIMUM SIZE OF A NEW FACILITY AND THE OPTIMUM MIX OF NEW CONSTRUCTION TO RENOVATION OF EXISTING FACILITIES, AND TO DEVELOP BUDGET ESTIMATES AND A TIME TABLE FOR ANY PROGRAM OF CONSTRUCTION OR RENOVATION. THIS REPORT DESCRIBES THE EXISTING FACILITIES, OUTLINES THE PROGRAM REQUIREMENTS FOR POLICE FACILITIES, AND PRESENTS OPTIONS FOR CONSTRUCTION PROGRAM FOR A JOINT FACILITY. A BUDGET SUMMARY, COST ESTIMATES, AND IMPLEMENTATION PLAN ARE ALSO INCLUDED. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

90. **C. M. GIRARD. RAPID CITY (SD)—REPORT OF A MEETING ON A PROPOSED JOINT-USE PUBLIC SAFETY BUILDING FOR THE SHERIFF'S AND POLICE DEPARTMENTS—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 11 p. 1977. **NCJ-41779**

THIS FACILITY CONSOLIDATION FEASIBILITY STUDY, DATED APRIL 20, 1977, WAS CARRIED OUT FOR THE RAPID CITY POLICE DEPARTMENT, WHOSE 93 PERSONNEL (91 SWORN) SERVE 47,000 PERSONS LIVING IN AN 18.3 SQUARE MILE AREA. THE REPORT CONCERNS THE CONSTRUCTION OF A JOINT-USE PUBLIC SAFETY FACILITY BY THE RAPID CITY POLICE DEPARTMENT AND THE PENNINGTON COUNTY SHERIFF'S DEPARTMENT. THE POTENTIAL FOR CONSOLIDATION OF VARIOUS OTHER ASPECTS OF LAW ENFORCEMENT WAS ALSO DISCUSSED, ALTHOUGH THE TWO DEPARTMENTS DO NOT PLAN TO CONSOLIDATE THEIR OPERATIONS DESPITE SHARING THE PROPOSED BUILDING. (AUTHOR ABSTRACT MODIFIED)

91. **T. F. LONERGAN. PARKER COUNTY AND WEATHERFORD (TX)—CONSOLIDATION OF POLICE AND SHERIFF DEPARTMENTS, RECORDS SYSTEM, AND JAIL REGULATIONS—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 22 p. 1972. **NCJ-34174**

EVALUATION AND RECOMMENDATIONS OF A BUILDING FLOOR PLAN FOR THE CONSOLIDATED OPERATIONS, ADMINISTRATION OF THE CONSOLIDATED FACILITY, RECORDS SYSTEM, AND BOOKING PROCEDURES. INCLUDED ARE ILLUSTRATIONS OF THE FACILITY FLOOR PLAN.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

92. **NATIONAL CLEARINGHOUSE FOR CRIMINAL JUSTICE PLANNING AND ARCHITECTURE, 505 EAST GREEN, SUITE 200, CHAMPAIGN, IL 61820. GUIDELINES FOR THE PLANNING AND DESIGN OF POLICE PROGRAMS AND FACILITIES.** 400 p. 1973. **NCJ-38340**

GUIDELINES TO BE USED BY POLICE ADMINISTRATORS, ARCHITECTS, AND OTHERS INVOLVED IN THE PLANNING AND DESIGN OF NEW PROGRAMS AND FACILITIES FOR LOCAL AND REGIONAL LAW ENFORCEMENT SYSTEMS. THE GUIDELINES HAVE BEEN DIVIDED INTO EIGHT MAJOR SECTIONS, EACH DEALING WITH A DIFFERENT ASPECT OF THE LAW ENFORCEMENT PLANNING PROCESS; THE FIELD SECTION PROVIDES A SERIES OF 12 BASIC SURVEY INSTRUMENTS TO ASSIST POLICE PLANNERS IN OBTAINING DATA NEEDED TO EVALUATE EXISTING PROGRAMS AND IN PREPARING PERSONNEL PROJECTIONS. PROCEDURES FOR ANALYZING VARIOUS TYPES OF DATA AND FOR TRANSLATING THE INFORMATION INTO PROGRAM AND FACILITY MASTER PLANS ARE PRESENTED ON SECTION B. SINCE THE INTRODUCTION OF NEW PROGRAMS AND THE MODIFICATION OF EXISTING OPERATIONS ARE MAJOR SOURCES OF FACILITY INADEQUACY, SECTION C FEATURES SUMMARY STATEMENTS DESCRIBING A BROAD RANGE OF BASIC STAFF, AUXILIARY, AND FIELD PROGRAMS. THE FOURTH MAJOR SECTION FOCUSES ON A NUMBER OF BASIC ARCHITECTURAL CONCEPTS AND INCLUDES A DETAILED DISCUSSION OF FIVE GENERAL TYPES OF LAW ENFORCEMENT FACILITIES. EACH PROTOTYPE IS DESCRIBED IN TERMS OF THE FUNCTIONAL RELATIONSHIPS THAT SHOULD EXIST AMONG THE VARIOUS COMPONENTS THAT MIGHT BE INCLUDED IN THE BUILDING. SPECIFIC ITEMS OF FURNITURE AND EQUIPMENT RECOMMENDED FOR

USE IN CONJUNCTION WITH VARIOUS POLICE OPERATIONS ARE GRAPHICALLY PRESENTED IN SECTION E. SECTION F, THE SIXTH MAJOR SUBDIVISION OF THE GUIDELINES, IS DEVOTED TO DESIGN ALTERNATIVES FOR VARIOUS COMPONENTS OF A POLICE FACILITY COMPLEX AND TO A NUMBER OF DESIGN SPECIFICATION STATEMENTS. ARCHITECTURAL DETAILS PERTAINING TO THE OPERATIONAL COMPONENTS OF A POLICE FACILITY ARE GRAPHICALLY PRESENTED IN SECTION G. EACH DRAWING IS ACCOMPANIED BY A BRIEF CAPTION GIVING A VERBAL DESCRIPTION OF THE MORE IMPORTANT ARCHITECTURAL FEATURES THAT SHOULD BE INCORPORATED INTO THAT COMPONENT. MATERIALS FOUND IN BOTH SECTIONS F & G ARE CROSS-REFERENCED WITH PROGRAM AND FACILITY STATEMENTS APPEARING ELSEWHERE IN THE BOOK. THE FINAL SECTION PRESENTS A SERIES OF FORMATS THAT CAN BE USED FOR DEVELOPING BUDGET PROJECTIONS FOR PROGRAM AND FACILITY PLANNING PROCESSES. IT ALSO INCLUDES GUIDELINES FOR THE PREPARATION OF CONSTRUCTION BUDGETS. A SUBJECT INDEX IS PROVIDED. THE GUIDELINES IS INTENDED TO BE USED AS A SOURCEBOOK FOR THE DESIGN AND IMPLEMENTATION OF SPECIFIC POLICE PROGRAMS AS WELL AS BY THOSE ENGAGED IN THE DEVELOPMENT OF MASTER PLANS FOR LARGE SCALE OPERATIONAL AND FACILITY NETWORKS. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

93. **ORPUT-ORPUT AND ASSOCIATES. JOINT CITY/COUNTY PUBLIC SAFETY BUILDING.** **NCJ-09793**

LAYOUT PLANS FOR THE ROCKFORD-WINNEBAGO COUNTY, ILL., PUBLIC SAFETY BUILDING, DESIGNED TO HOUSE THE CITY AND COUNTY POLICE DEPARTMENTS, JAILS, AND SUPPORT AGENCIES. A SUMMARY OF SPACE ALLOCATION AND AN OUTLINE OF THE SPECIFICATIONS FOR THE FACILITY ARE INCLUDED.

Sponsoring Agency: NORTHERN ILLINOIS LAW ENFORCEMENT COMMISSION.

94. **J. STURCH. BELLEVUE (WA) POLICE DEPARTMENT—PLANNING FOR PISTOL RANGE—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 9 p. 1972. **NCJ-34221**

REPORT, DATED OCTOBER 20, 1972, ON EFFORTS TO PROVIDE TECHNICAL ASSISTANCE IN PLANNING FOR THE CONSTRUCTION OF AN INDOOR PISTOL RANGE FOR THE USE OF THE BELLEVUE POLICE DEPARTMENT AND NEARBY LAW ENFORCEMENT AGENCIES. THE OTHER DEPARTMENTS INVOLVED WERE REDMOND, MEDINA, CLYDE HILL, KIRKLAND, MERCER ISLAND, AND POSSIBLY THE KING COUNTY SHERIFF'S DEPARTMENT OF PUBLIC SAFETY. INTERVIEWS WITH POLICE CHIEFS IN EACH OF THESE AGENCIES REVEALED MAKESHIFT RANGES, THE ABSENCE OF FORMAL TRAINING AREAS, AND INSUFFICIENT FUNDS AVAILABLE FROM THE RESPECTIVE CITY COUNCILS. THREE POSSIBLE COURSES OF ACTION ARE SUGGESTED: CONSTRUCTION OF A FIVE-POSITION, INDOOR FIRING RANGE TO BE UTILIZED BY THE SIX COOPERATING COMMUNITIES AND FINANCED ON A DEPARTMENTAL PER CAPITA BASIS OF 150 DOLLARS PER MAN; A SIX-POSITION, INDOOR FIRING RANGE USED BY THE SIX COMMUNITIES AND PARTIALLY BY THE KING COUNTY DEPARTMENT OF PUBLIC SAFETY FINANCED ACCORDING TO MUTUALLY AGREED UPON PLAN; AND FULL PARTICIPATION BY ALL SIX COMMUNITIES AND THE ENTIRE KING COUNTY DEPARTMENT IN THE CONSTRUCTION OF AN EIGHT POSITION, DOUBLE GANTRY-TYPE INDOOR FIRING FACILITY, WITH MUTUAL FUNDING AND FACILITY MAINTENANCE. THE THIRD PROPOSAL IS RECOMMENDED AND SPECIFICATIONS FOR THE FACILITY ARE DISCUSSED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

Personnel and Training

95. **S. A. EGGER. PORTLAND/MULTNOMAH COUNTY (OR)—POLICE CONSOLIDATION PROJECT—CONSULTANT REPORT—PENSION STUDY.** PORTLAND/MULTNOMAH COUNTY POLICE CONSOLIDATION PROJECT; PHILIP H TALBERT AND ASSOCIATES, INC.. 52 p. 1973.
NCJ-30828

THIS REPORT DESCRIBES THE DEVELOPMENT AND PRIMARY FEATURES OF A UNIFIED RETIREMENT PLAN FOR ALL CITY AND COUNTY LAW ENFORCEMENT OFFICERS AND FIRE FIGHTERS FALLING UNDER THE PROPOSED CONSOLIDATED CITY-COUNTY GOVERNMENT. IN RESPONSE TO A MOVE IN OREGON TO CONSOLIDATE THE CITY AND COUNTY GOVERNMENTS IN MULTNOMAH COUNTY, THE POLICE CONSOLIDATION PROJECT WAS FORMED. THE PROJECT WAS DESIGNED TO STUDY, PLAN, AND EVENTUALLY IMPLEMENT CONSOLIDATION OF CITY-COUNTY POLICE FUNCTIONS. THIS PENSION PLAN WAS DEVELOPED AT THE REQUEST OF THE CITY-COUNTY CHARTER COMMISSION STAFF. SEVERAL FACTORS IN THE DEVELOPMENT OF THIS PENSION PLAN ARE FIRST DISCUSSED. THESE INCLUDE DIFFERENCES IN THE EXISTING PENSION PLANS, THE BENEFITS OF EACH PLAN, COSTS OF FUNDING A MASTER PLAN, COMPARISONS OF MASTER PLAN FUNDING COSTS TO EXISTING PLANS' COSTS, AND ALTERNATIVE METHODS OF FUNDING THE CONSOLIDATED PLAN. A DRAFT OF THE CONSOLIDATED PLAN DEVELOPED BY THE CONSULTANTS IS PROVIDED. AMONG THE TOPICS ADDRESSED IN THIS MASTER PLAN ARE ELIGIBILITY, MEMBER CONTRIBUTIONS, FUNDING, BENEFITS, AND REFUNDS. ALSO INCLUDED IS A SECTION INDICATING FUNDING COSTS WHICH WOULD BE PRESENT SHOULD CITY-COUNTY CONSOLIDATION FAIL AND THE MASTER PLAN BE EXTENDED ONLY TO CITY AND COUNTY LAW ENFORCEMENT OFFERS IN THE EVENT OF DEPARTMENT MERGER. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agencies: OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

96. **R. S. POST. MICHIGAN LAW ENFORCEMENT OFFICERS TRAINING COUNCIL PLAN FOR REGIONAL LAW ENFORCEMENT TRAINING IN MICHIGAN.** 122 p. 1967.
NCJ-00152

A PLAN AND A GUIDEBOOK FOR PLANNING LAW ENFORCEMENT TRAINING ON A REGIONAL BASIS IN MICHIGAN. PRIMARY PURPOSE OF THE PLAN IS TO ASSIST POLICE AGENCIES, UNABLE TO SUPPORT THEIR OWN TRAINING PROGRAMS, THROUGH THE ESTABLISHMENT OF REGIONAL TRAINING CENTERS IN STRATEGIC GEOGRAPHIC LOCATIONS. CRITERIA ARE DEFINED AND UTILIZED IN DIVIDING THE STATE INTO WORKABLE PLANNING REGIONS. SUGGESTIONS ARE PRESENTED FOR SELECTING COMMISSIONS AND CONSTRUCTING FACILITIES FOR THE REGIONS. VARIOUS METHODS AND APPROACHES USED IN OTHER STATE LAW ENFORCEMENT TRAINING AGENCIES ARE PRESENTED TOWARD SOLUTION OF STATE WIDE TRAINING PROBLEMS. WHILE THE REGIONALIZED APPROACH IS EMPHASIZED, OTHER ALTERNATIVES ARE DISCUSSED SUCH AS MOBILE TRAINING UNITS AND METROPOLITAN ACADEMIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

97. **US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; PORTLAND/MULTNOMAH COUNTY POLICE CONSOLIDATION PROJECT; SOCIAL DEVELOPMENT CORPORATION. PORTLAND/MULTNOMAH COUNTY (OR)—POLICE CONSOLIDATION PROJECT—CONSULTANT REPORT—POLICE CAREER SYSTEM.** 269 p. 1975.
NCJ-30190

THIS REPORT DESCRIBES A CAREER SYSTEM FOR POLICE OFFICERS IN MULTNOMAH COUNTY (OR), FOR USE ON A CONSOLIDATED OR A REGIONAL BASIS, INCLUDING JOB DESCRIPTIONS FOR ALL POSITIONS. THE JOB TASK ANALYSES WERE PERFORMED USING A PROCESS DEVELOPED AND REFINED BY THE U.S. DEPARTMENT OF LABOR. THE DESCRIPTION OF THE CAREER SYSTEM INCLUDES A LOOK AT THE STRUCTURE OF A MODEL CAREER SYSTEM AND A COMPARISON OF THE MODEL WITH THE ORGANIZATIONAL STRUCTURES IT MUST ACCOMODATE. PERSONNEL SELECTION, PLACEMENT, AND ADVANCEMENT PROCEDURES ARE DESCRIBED.

Sponsoring Agency: OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303.

Special Units

98. **A. ALEXANDER. DELAWARE—INVESTIGATIVE STRIKE FORCE.** 29 p. 1975. **NCJ-27416**
PROJECT DESIGNED TO REDUCE THE DISTRIBUTION OF NARCOTICS AND DANGEROUS DRUGS BY LAUNCHING A COORDINATED ATTACK ON DRUG DISTRIBUTORS USING A 'STRIKE FORCE' COMPOSED OF ALL DRUG ENFORCEMENT PERSONNEL WITHIN THE STATE. THIS REPORT EXAMINES THE PERFORMANCE OF THE STRIKE FORCE FROM JULY 1974 TO MAY 1975. THE ABSENCE OF NEW CASTLE COUNTY AND THE CITY OF NEWARK FROM THE PROJECT MADE IT IMPOSSIBLE FOR THE STRIKE FORCE TO REALIZE ITS GOAL OF INVOLVING ALL DRUG ENFORCEMENT PERSONNEL WITHIN DELAWARE IN THE PROJECT. THE MEASURES USED TO EVALUATE THIS PROJECT WERE NUMBER OF ARRESTS, PROPORTION OF ARRESTS OR CHARGES RELATED TO DELIVERY, SUCCESSFUL PROSECUTIONS, AND THE TYPE OF DRUG INVOLVED. STUDY FINDINGS INDICATED THAT THE NUMBER OF ARRESTS MADE PER OFFICER HAD IMPROVED AND THAT THE CRIMES OF DELIVERY, CONSPIRACY TO DELIVER, AND POSSESSION WITH INTENT TO DELIVER ACCOUNTED FOR 39.3 PER CENT OF ALL ARRESTS. OF ALL THOSE ARRESTED, 62% WERE CONVICTED, BUT OF THOSE ARRESTED AND CHARGED WITH DELIVERY, CONSPIRACY TO DELIVER, OR POSSESSION WITH INTENT TO DELIVER, 34% WERE CONVICTED OF LESSER CRIMES. EVALUATORS CONCLUDED THAT STATISTICS SUGGEST, BUT DO NOT PROVE, THAT THE PROJECT WAS REACHING THE DISTRIBUTORS OF DRUGS AS INTENDED BUT THAT THE SUCCESS RATE AT THE PROSECUTION LEVEL MAY BE LESS THAN SATISFACTORY. THE APPENDIX CONTAINS ARREST, CHARGE, AND DISPOSITION DATA. (AUTHOR ABSTRACT MODIFIED)
Sponsoring Agency: DELAWARE CRIMINAL JUSTICE PLANNING COMMISSION, STATE CAPITOL BLDG, 4TH FLOOR, 820 FRENCH STREET, WILMINGTON DE 19801.
Availability: NCJRS MICROFICHE PROGRAM.

99. **AMERICAN JUSTICE INSTITUTE, 1007 7TH STREET, SACRAMENTO CA 95814. SOLANO COUNTY (CA) DRUG ABUSE BUREAU EVALUATION—YEAR 2, DECEMBER 1, 1972 TO NOVEMBER 30, 1973.** 92 p. 1974. **NCJ-15585**
ASSESSMENT OF A PROGRAM TO RETARD THE FLOW OF NARCOTICS AND DANGEROUS DRUGS WITHIN THE COUNTY. TO ACHIEVE THIS GOAL, THE SOLANO COUNTY DRUG ABUSE BUREAU ESTABLISHED OBJECTIVES IN THE THREE PRIMARY AREAS OF NARCOTICS ENFORCEMENT, INTELLIGENCE, AND EDUCATION. THE ACTIVITIES IN THESE FIELDS ARE INDIVIDUALLY DISCUSSED. A DRUG ABUSE INDEX WAS ESTABLISHED TO DETERMINE THE SCOPE OF THE DRUG ABUSE PROBLEM IN THE COUNTY AND TO PROVIDE BASELINE DATA AGAINST WHICH TO COMPARE THE BUREAU'S ENFORCEMENT EFFORTS. THE PRINCIPAL COMPONENT OF THIS INDEX WAS DERIVED FROM A DRUG USAGE SURVEY OF THE JUNIOR AND SENIOR HIGH SCHOOL POPULATION OF SOLANO COUNTY. THE SECOND COMPONENT OF THE INDEX CONSISTED OF A TREND ANALYSIS OF ADULT AND JUVENILE DRUG ARRESTS BEFORE AND AFTER THE ESTABLISHMENT OF THE BUREAU. THE FINAL SECTION OF THIS REPORT COVERS THE APPRAISAL OF FACTORS SUPPLEMENTARY TO THE ACHIEVEMENT OF THE BUREAU'S THREE OBJECTIVES. INCLUDED ARE BUREAU ORGANIZATION, PERSONNEL AND MANAGEMENT, AND APPRAISAL BY COMMUNITY LEADERS. THE FINDINGS OF THIS EVALUATION WERE GENERALLY FAVORABLE.
Sponsoring Agency: SOLANO COUNTY DRUG ABUSE BUREAU, 744 EMPIRE STREET, FAIRFIELD CA 94533.
Availability: NCJRS MICROFICHE PROGRAM.

100. **W. S. BOLLINGER and K. O. VEZNER. REGIONALISM AND THE IMPACT OF METROPOLITAN DRUG ENFORCEMENT.** 27 p. **NCJ-17027**
A SYSTEMATIC ANALYSIS OF THE FAILURE OF THE METROPOLITAN AREA NARCOTICS UNIT (METRO), INVESTIGATING THE REASONS FOR THE GAP BETWEEN THE PROGRAM AIMS AND REALITY, WITH EMPHASIS ON LOCAL FACTORS RESPONSIBLE FOR THIS DISPARITY. THE METRO UNIT WAS TO BE A MULTI-DEPARTMENTAL, MULTI-JURISDICTIONAL, AND MULTI-FUNCTIONAL PROGRAM FOR A THREE COUNTY AREA IN OHIO AND MICHIGAN. AGENTS WERE TO BE SUPPLIED BY VARIOUS LOCAL LAW ENFORCEMENT AGENCIES AND WERE TO HAVE ENFORCEMENT POWERS AND BE ABLE TO CROSS COUNTY AND STATE LINES IN THEIR OPERATIONS IN THE THREE COUNTY AREA. THE HISTORICAL BACKGROUND OF THE UNIT IS FIRST BRIEFLY DISCUSSED. THIS SECTION INCLUDES A DESCRIPTION OF THE NEED FOR DRUG ENFORCEMENT IN THE TOLEDO METROPOLITAN AREA, THE VARIOUS ENFORCEMENT OPTIONS AVAILABLE, AND A MORE DETAILED DESCRIPTION OF METRO--THE OPTION CHOSEN BY THE TOLEDO METROPOLITAN AREA COUNCIL OF GOVERNMENTS (TMACOG). SECOND, THE REASONS FOR THE DISPARITY BETWEEN PROGRAM GOALS AND THE PRESENT OUTCOME ARE EXAMINED BY FOCUSING ON THE DIFFICULTIES OF ACHIEVING THE UNIQUE ASPECTS OF THE PRO-

GRAM LISTED ABOVE-DIFFICULTIES WHICH STEM LARGELY FROM THE NATURE OF A TRADITIONALLY FRAGMENTED ENFORCEMENT STRUCTURE. FINALLY, IN THE CONCLUDING SECTION, AN ATTEMPT IS MADE TO ASSESS WHETHER SUCH AN EXPERIMENT COULD BE EXPECTED TO SUCCEED, EVEN UNDER THE MOST FAVORABLE OF CONDITIONS. (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: PAPER PREPARED FOR PRESENTATION AT 1974 NATIONAL CONFERENCE ON PUBLIC ADMINISTRATION.

101. **CENTRAL VIRGINIA REGIONAL INVESTIGATION SQUAD. CENTRAL VIRGINIA REGIONAL INVESTIGATION SQUAD—MANUAL OF INSTRUCTIONS AND PROCEDURES.** 30 p. **NCJ-25027**

PROCEDURES, DUTIES AND JOB DESCRIPTIONS ARE GIVEN FOR A REGIONAL CRIMINAL INVESTIGATION UNIT SERVING LYNCHBURG, BEDFORD, ALTAVISTA, AMHERST, APPOMATTOX, BROOKNEAL, AND AMHERST, APPOMATTOX, BEDFORD, AND CAMBELL COUNTIES (VA). PROCEDURES FOR ACTIVATION OF THE PROPOSED 35-MAN SQUAD ARE GIVEN. ADMINISTRATION AND ORGANIZATION OF THE SQUAD AND THE APPOINTMENT OF STAFF OFFICERS ARE COVERED. DUTIES OF THE OFFICER IN CHARGE, PERSONNEL OFFICER, EQUIPMENT SUPERVISOR, REPORT SUPERVISOR, EVIDENCE OFFICER, INVESTIGATIVE SUPERVISOR, AND PRESS OFFICER ARE LAID OUT. SAMPLE FORMS ARE INCLUDED.

Availability: NCJRS MICROFICHE PROGRAM.

102. **C. H. CORRIGAN. OAKLAND COUNTY (MI) SPECIAL TASK FORCE—FINDING THE CHILD-KILLER IN THE WOODWARD CORRIDOR—MAJOR CASE INVESTIGATION—TEAM MANUAL—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 239 p. 1978. **NCJ-53805**

THE MAJOR CASE TEAM CONCEPT, A COOPERATIVE ARRANGEMENT TO POOL POLICE SERVICES OR RESOURCES IN MICHIGAN TO SOLVE A PARTICULARLY DIFFICULT CRIME OR SERIES OF CRIMES, IS EXAMINED. THE TEAM CONCEPT WAS DEVELOPED IN THE COURSE OF AN INTENSIVE INVESTIGATION OF SEVEN POSSIBLY RELATED MURDERS OF CHILDREN IN THE WOODWARD CORRIDOR REGION OF SUBURBAN DETROIT, MICH. BETWEEN EARLY 1976 AND MARCH 1977, FIVE GIRLS AND TWO BOYS WERE ABDUCTED, ASSAULTED, AND EVENTUALLY MURDERED AND DUMPED ALONG ROADWAYS, IN DITCHES, OR ON PARKING LOTS IN THE AREA. AS THE MURDERS ACCUMULATED AND THE INVESTIGATIONS INTENSIFIED, CERTAIN AD HOC INVESTIGATORY ARRANGEMENTS AND STRUCTURES DEVELOPED THAT WERE EVENTUALLY EVALUATED AND AMENDED TO CREATE AN EFFICIENT TEAM FORMULA FOR INTERJURISDICTIONAL INVESTIGATIONS OF ACTUAL OR SUSPECTED TRANSJURISDICTIONAL CRIMES, ESPECIALLY MULTIPLE INCIDENTS THAT ARE SEEMINGLY RELATED. THE TEAM CONCEPT FACILITATES FUTURE POLICE COOPERATION BY PROVIDING FOR PREOPERATIONAL ORGANIZATION, PLANNING, AND TRAINING BY NEIGHBORING JURISDICTIONS THAT MAY EVENTUALLY NEED TO INTERACT IN THE INVESTIGATION OF CERTAIN TARGET INCIDENTS. FOLLOWING A REVIEW OF THE SEVEN MURDERS, THEIR INITIAL INVESTIGATION, AND THE EARLY DEVELOPMENT OF THE TEAM APPROACH, A MANUAL OUTLINES THE CODIFIED MAJOR CASE TEAM ELEMENTS, WITH ATTENTION TO THE ORGANIZATION OF THE COMMAND POST, FIELD OPERATIONS, AND SUPPORT SERVICES. EVALUATING TEAM OPERATIONS IS ALSO DISCUSSED. THE BULK OF THE VOLUME IS DEVOTED TO APPENDIXES COVERING THE HEADQUARTERS PHYSICAL PLANT, PERSONNEL AND BUILDING SECURITY, TELEPHONE OPERATIONS, TIP ROOM OPERATIONS, COMPUTER ROOM OPERATIONS, RADIO COMMUNICATIONS, AND INTERNAL INFORMATION SYSTEMS. THE MAJOR CASE TEAM HANDBOOK IS ALSO APPENDED, ALONG WITH A COURT RULING ON THE EXERCISE OF LOCAL POLICE POWERS AND A SUMMARY OF SPECIAL TEAM PROJECTS. VARIOUS FORMS AND MAPS ARE INCLUDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

103. **B. GARMIRE, G. GREISINGER, and M. A. MURPHY. IOWA—DEPARTMENT OF PUBLIC SAFETY—ANALYSIS OF THE ORGANIZATION, ADMINISTRATION, AND OPERATION OF THE INVESTIGATIVE SERVICES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 32 p. 1977. **NCJ-41777**

THIS ANALYSIS OF THE DEPARTMENT'S INVESTIGATIVE SERVICES WAS UNDERTAKEN FOR THE IOWA DEPARTMENT OF PUBLIC SAFETY, WHICH SERVES 2,825,000 PERSONS LIVING IN AN AREA OF 56,000 SQUARE MILES. THE REPORT ADDRESSES THE PROBLEM THAT INVOLVES THE ORGANIZATION, SUPERVISION, AND OPERATION OF THE FOUR RELATIVELY AUTONOMOUS DIVISIONS OF THE DEPARTMENT THAT ARE ASSIGNED INVESTIGATIVE RESPONSIBILITIES, AND IT CONCENTRATES ON WHETHER PERSONNEL RESOURCES ARE BEING DEPLOYED AND UTILIZED IN AN OPTIMUM FASHION. IT WAS RECOMMENDED IN THE REPORT THAT THE DEPARTMENT OF PUBLIC SAFETY (DPS) CONSOLIDATE ITS INVESTIGATIVE SERVICES INTO ONE DIVISION UNDER ONE OFFICIAL, THE CHIEF OF INVESTIGATIVE SERVICES, WHO WOULD BE RESPONSIBLE TO THE COMMISSIONER. IT WAS FURTHER RECOMMENDED THAT THE DPS ADOPT A TASK FORCE OR TEAM APPROACH TO THE INVESTIGATION OF SERIOUS OR COMPLEX CRIMES AND DEVELOP STRATEGIES WHICH WILL INCREASE THE TEMPORARY BUT CRITICAL UTILIZATION OF SPECIAL AGENTS ON AN IMMEDIATELY AVAILABLE BASIS REGARDLESS OF THEIR REGULAR ASSIGNMENTS. (AUTHOR ABSTRACT)

104. **GARTH C DAWSON & ASSOCIATES. NEBRASKA—STATEWIDE OFFICERS EXCHANGE PROGRAM—FINAL EVALUATION.** 19 p. 1974. **NCJ-41312**

CONCEIVED IN 1971, THIS PROGRAM PROVIDED A POOL OF NARCOTICS INVESTIGATORS TO BE TRAINED AND USED ON AN AS-NEEDED BASIS BY 21 SMALL MUNICIPAL DEPARTMENTS (19 POLICE AND 2 SHERIFF) FOR UNDERCOVER OPERATIONS. DESIGNED IN RESPONSE TO THE SMALLER MUNICIPALITIES' LACK OF SPECIALIZED PERSONNEL FOR COVERT INVESTIGATIONS, UNDERCOVER OPERATIONS, AND SPECIAL SURVEILLANCES, THIS PROGRAM UTILIZED THE SERVICES OF 26 POLICE OFFICERS MADE AVAILABLE BY THE PARTICIPATING AGENCIES. THIS EVALUATION IS LIMITED TO DETERMINATION OF THE EFFECTIVENESS OF THE PROGRAM AND A BUDGET LINE ITEM ANALYSIS. EVALUATORS CONCLUDED THAT, FROM THE STANDPOINT OF THE NUMBER OF INVESTIGATIONS CONDUCTED (24) AND THE NUMBER OF ARRESTS AND PROSECUTIONS RESULTING FROM THESE INVESTIGATIONS (66 AND 51 RESPECTIVELY), THE OFFICERS EXCHANGE PROGRAM MUST BE CONSIDERED AS MINIMALLY SUCCESSFUL. HOWEVER, MANAGEMENT OF THE PROGRAM WAS FOUND TO HAVE BEEN HANDICAPPED BY ITS EXPERIMENTAL NATURE. RECOMMENDATIONS FOR FUTURE PROGRAM PLANNING INCLUDE REDUCING THE SCOPE OF THE PROGRAM TO THE ORIGINAL CONCEPT OF USING MEMBER AGENCY PERSONNEL EXCLUSIVELY, ALLOWING NON-CONTRIBUTING AGENCIES TO MAKE USE OF EXCHANGE OFFICERS ON A SALARY REIMBURSEMENT BASIS, REDUCING THE DIRECTOR'S DUTIES TO A PART-TIME POSITION LIMITED TO DAY-TO-DAY ADMINISTRATION, AND REQUESTING DONATING AGENCIES TO ALLOW, WHENEVER POSSIBLE, THE EXTENDED ASSIGNMENT OF OFFICERS.

Sponsoring Agency: NEBRASKA COMMISSION ON DRUGS.

105. **M. R. GARZA. MULTI-AGENCY NARCOTICS UNIT MANUAL.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. 300 p. 1975. **NCJ-34204**

THIS PRESCRIPTIVE PACKAGE GIVES POLICE ADMINISTRATORS AND LINE PERSONNEL THE NECESSARY INFORMATION TO IMPLEMENT, OPERATE, AND EVALUATE A MULTI-AGENCY NARCOTICS (MAN) UNIT. ONE RESPONSE TO THE RISE IN ILLEGAL DRUG USE HAS BEEN THE DEVELOPMENT OF THE MULTI-AGENCY NARCOTICS (MAN) UNIT. COMPOSED OF OFFICERS FROM COOPERATING JURISDICTIONS, THE MAN UNIT OPERATES AS A SINGLE TACTICAL ENTITY. TO DATE, APPROXIMATELY 150 SUCH UNITS HAVE BEEN ESTABLISHED TO CONSOLIDATE AND COORDINATE DRUG ENFORCEMENT EFFORTS IN NEIGHBORING COMMUNITIES. AS PART OF A YEAR-LONG PROJECT, MAN UNITS THROUGHOUT THE COUNTRY WERE IDENTIFIED AND QUERIED REGARDING UNIT CHARACTERISTICS AND LOCAL DEMOGRAPHIC FACTORS. TWELVE OF THE RESPONDING MAN UNITS WERE SELECTED FOR SITE VISITS. BASED ON THE INFORMATION DERIVED FROM VISITING THESE UNITS AND FROM CONDUCTING ADDITIONAL RESEARCH, THIS PRESCRIPTIVE PACKAGE WAS PREPARED PRIMARILY TO ASSIST POLICE ADMINISTRATORS WHO ARE INTERESTED IN ESTABLISHING A MAN UNIT AND THOSE WHO ARE CURRENTLY OPERATING SUCH SQUADS. IT EXAMINES THE STRENGTHS AND WEAKNESSES OF THE UNITS STUDIED AND RECOMMENDS CERTAIN PROCEDURES AND POLICIES THAT CAN BE USED TO FACILITATE SUCCESSFUL MAN UNIT OPERATIONS. SPECIFIC GUIDELINES AND RECOMMENDATIONS ARE PROVIDED IN SUCH AREAS AS STAFF SELECTION AND TRAINING, PROGRAM OPERATIONS, UNIT ADMINISTRATION, THE USE OF SPECIALIZED SURVEILLANCE EQUIPMENT, AND RECORDS MANAGEMENT. VARIATIONS OF PRACTICE IN THE FORMATION, OPERATION AND ADMINISTRATION OF THE UNITS ARE TRACED TO DIFFERENCES IN THE PERCEPTION OF THE NARCOTICS PROBLEM ON THE PART OF LAW ENFORCEMENT AGENCIES, RELATED GOVERNMENTAL INSTITUTIONS, AND THE GENERAL PUBLIC. OVERALL, THE EFFECTIVENESS OF MAN UNITS WAS FOUND TO BE A FUNCTION OF ITS RESPONSIVENESS TO LOCAL NEEDS.

Supplemental Notes: PRESCRIPTIVE PACKAGE SERIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00406-7; NCJRS MICROFICHE PROGRAM.

106. **S. H. GREEN and S. PENNELL. SAN DIEGO REGION—CRIMES AGAINST PROPERTY CONTROL (FENCING)—SAN DIEGO POLICE DEPARTMENT—EVALUATION REPORT.** COMPREHENSIVE PLANNING ORGANIZATION, 1200 THIRD AVENUE, SUITE 524, SAN DIEGO CA 92101. 65 p. 1977. **NCJ-42600**

THIS REPORT EVALUATES THE EFFECTIVENESS OF THE REGIONALIZATION OF A FENCING UNIT'S OPERATIONS. IT WAS DETERMINED THAT FUNDS ALLOCATED TO REGIONALIZE WERE NOT COST BENEFICIAL. IN 1973, THE SAN DIEGO POLICE DEPARTMENT ESTABLISHED A FENCING UNIT ON A TRIAL BASIS TO IDENTIFY AND APPREHEND RECEIVERS OF STOLEN PROPERTY. OPERATIONS INCLUDED THE DEVELOPMENT OF INFORMERS, SURVEILLANCE, AND TECHNIQUES TO IDENTIFY UNSERIALIZED PROPERTY. THESE ACTIVITIES LED TO MORE THAN 200 ARRESTS FOR RECEIVING STOLEN PROPERTY, AS WELL AS A SUBSTANTIAL AMOUNT OF PROPERTY RECOVERED AND RETURNED TO OWNER. BASED ON THIS APPARENT SUCCESS, THE POLICE DEPARTMENT RECEIVED LEAA FUNDS TO EXPAND THE FENCING UNITS ACTIVITIES TO INCLUDE THE ENTIRE SAN DIEGO REGION. IT WAS INTENDED THAT THE EXPANSION OF THE UNIT'S ACTIVITIES WOULD STRENGTHEN ANTI-FENCING WORK IN OTHER JURISDICTIONS. A SURVEY OF LAW ENFORCEMENT PERSONNEL IN THE REGION INDICATED PARTIAL SUCCESS, BUT ALSO ADVISED THAT A TASK FORCE APPROACH WOULD HAVE BEEN A MORE EFFECTIVE MEANS OF COUNTERING REGIONAL FENCING ACTIVITY. A REVIEW OF ARRESTS AND PROPERTY RECOVERY REVEALED THAT REGIONALIZATION WAS NOT COST BENEFICIAL. A MAJOR RECOMMENDATION OF THE STUDY STATED THAT THE SAN DIEGO POLICE DEPARTMENT FENCING UNIT SHOULD CURTAIL REGIONAL ACTIVITY AND FOCUS ON PROPERTY CRIMES IN THE CITY OF SAN DIEGO, WITH A CONSEQUENT MANPOWER REDUCTION TO THE LEVEL EXISTING PRIOR TO REGIONALIZATION. COOPERATIVE EFFORTS BETWEEN THE SAN DIEGO POLICE AND THE SHERIFF'S FENCING DETAIL ARE URGED TO PREVENT DUPLICATION OF OPERATIONS AND IMPROVE COMMUNICATION ABOUT PROPERTY CRIMES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

107. **INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. KANSAS CITY (MO) AREA METRO SQUAD—POLICE SERVICES STUDY FACT SHEET.** 3 p. **NCJ-35945**

DESCRIPTION OF THE FORMATION OF THE KANSAS CITY (MO) METRO SQUAD AS WELL AS ELEMENTS OF ITS ORGANIZATION AND USE IN INVESTIGATING SERIOUS CRIMES COMMITTED IN A SIX-COUNTY, TWO-STATE METROPOLITAN AREA. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. THE LEGALITY OF CERTAIN ASPECTS OF INVESTIGATION BY SQUAD MEMBERS IS DISCUSSED BRIEFLY AS ARE TRAINING, ADMINISTRATION, ACTIVATION, AND STAFF DUTIES. A SUMMARY ASSESSMENT OF THE FIRST TEN YEARS OF OPERATION IS INCLUDED. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35944 AND NCJ-35946 AND J5947.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

108. **T. W. KOEPSELL. CARIBOU, LIMESTONE, AND WASHBURN (ME)—COORDINATION OF INVESTIGATIVE SERVICES—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 25 p. 1976. **NCJ-37337**

REPORT ON A TECHNICAL ASSISTANCE STUDY TO DETERMINE AN APPROACH TO PROVIDING IMPROVED INVESTIGATIVE CAPABILITIES THAT WOULD BE BOTH ECONOMICALLY FEASIBLE AND RESPONSIVE TO THE NEEDS OF THREE SMALL TOWNS IN NORTHERN MAINE. THE TOWNS OF WASHBURN AND LIMESTONE AND THE CITY OF CARIBOU HAVE BEEN EXPERIENCING GROWING CRIME PROBLEMS, WHILE ONLY CARIBOU HAS A LIMITED CRIMINAL INVESTIGATION CAPABILITY. THE CONSULTANT CONDUCTED ONSITE VISITS DURING WHICH MEETINGS AND TELEPHONE INTERVIEWS WERE HELD WITH STATE, COUNTY, AND LOCAL CRIMINAL JUSTICE OFFICIALS. DATA GATHERING EFFORTS CENTERED ON REVIEWING ANNUAL FINANCIAL REPORTS AND CRIME STATISTICS FROM THE THREE JURISDICTIONS AS WELL AS A VARIETY OF OTHER DATA COMPILED BY THE STATE CRIMINAL JUSTICE PLANNER. THE CONSULTANT FOUND THAT INCREASES IN BURGLARY, LARCENY, AND AUTO THEFT WERE A MAJOR PROBLEM IN THE THREE COMMUNITIES AND THE LACK OF INVESTIGATIVE UNITS WAS NEGATIVELY AFFECTING CLEARANCE RATES. THE ESTABLISHMENT OF A JOINT INVESTIGATIVE CAPABILITY IS RECOMMENDED AND ALTERNATIVES ARE SUGGESTED. INVESTIGATIVE TRAINING AND EQUIPMENT NEEDS ARE OUTLINED AND EDUCATION IN MODERN CRIME PREVENTION TECHNIQUES IS ALSO RECOMMENDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

109. **T. W. KOEPSELL. DELAWARE—AGENCY TO REDUCE CRIME—RURAL INVESTIGATIVE NEEDS ANALYSIS—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 25 p. 1977. **NCJ-38921**

DATED JANUARY 1977, THIS TECHNICAL ASSISTANCE STUDY EXAMINED THE ALTERNATIVE APPROACHES TO CRIMINAL INVESTIGATIONS FOR RURAL AREAS, WITH EMPHASIS ON EXPLORING THE FEASIBILITY OF MAJOR CASE SQUADS. THIS REQUEST FOR TECHNICAL ASSISTANCE WAS MADE BY THE DELAWARE AGENCY TO REDUCE CRIME (DARC), AND WAS INITIATED AS A RESULT OF THE PROBLEMS EXPERIENCED BY SMALLER POLICE DEPARTMENTS IN RESPONDING ADEQUATELY TO CRIME INVESTIGATIONS DUE TO TIME AND MANPOWER LIMITATIONS. THE TECHNICAL ASSISTANCE EFFORT WAS FOCUSED ON SUSSEX COUNTY (DE). ITS SPECIFIC PURPOSE WAS TO EXAMINE THE FEASIBILITY OF A COOPERATIVE INVESTIGATIVE UNIT TO SERVE THE SMALL LAW ENFORCEMENT DEPARTMENTS IN SUSSEX COUNTY. THE ANALYSIS WAS BASED ON DISCUSSIONS WITH STATE AND LOCAL LAW ENFORCEMENT PERSONNEL AND EVALUATION OF AVAILABLE CRIME DATA. IT WAS CONCLUDED THAT A MAJOR CASE SQUAD APPROACH IN SUSSEX COUNTY WAS NOT NECESSARY OR FEASIBLE. INSTEAD, IT WAS RECOMMENDED THAT SERIOUS CONSIDERATION BE GIVEN TO THE ESTABLISHMENT OF COORDINATED CRIME PREVENTION AND INFORMATION EXCHANGE PROGRAMS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

110. **J. P. KORNFELD and J. D. RIORDAN. EVALUATION STUDY OF ALLEGHENY REGIONAL NARCOTIC TASK FORCE—FINAL REPORT.** IIT RESEARCH INSTITUTE, 10 WEST 35TH STREET, CHICAGO IL 60616. 120 p. 1974. **NCJ-19341**

AN ASSESSMENT OF THIS PROJECT DESIGNED TO ESTABLISH MULTI-JURISDICTIONAL COOPERATION IN DRUG LAW ENFORCEMENT AND TO APPREHEND AND SUCCESSFULLY PROSECUTE DRUG PEDDLERS. THIS COOPERATIVE VENTURE WITH LOCAL DEPARTMENTS PARTICIPATING IN SUPPLYING MANPOWER AS WELL AS POLICY DIRECTION WAS VIEWED AS A VIABLE METHOD OF COPING WITH PROBLEMS OF DRUG LAW ENFORCEMENT ON A REGIONAL BASIS. PROJECT ACTIVITIES AND ORGANIZATIONAL STRUCTURE OF THE PROGRAM ARE REVIEWED. THE EVALUATION EFFORTS CONSISTED OF THREE ON-SITE VISITS, INTERVIEWS WITH STAFF, REVIEW OF CASE RECORDS, AND OBSERVATION OF INTERNAL OPERATIONS. IT WAS FOUND THAT THE TASK FORCE HAD ACHIEVED SOME SUCCESS IN APPREHENDING AND SUCCESSFULLY PROSECUTING THE DRUG PEDDLER. THE PROJECT MANAGEMENT CLAIMED TO HAVE OVER 400 CASES, BUT CASE RECORD DATA WAS FURNISHED ON ONLY 157. THESE RECORDS SHOWED 157 ARRESTS, 211 CHARGES, 33 CONVICTIONS, 13 SENT TO JUVENILE COURT AND 67 CASES PENDING OR ON APPEAL. THE SECONDARY GOAL OF ESTABLISHING MULTI-JURISDICTIONAL COOPERATION IN DRUG LAW ENFORCEMENT WAS ACHIEVED. IT IS REPORTED THAT THE EVALUATION TEAM FOUND THE PROJECT EXCEPTIONALLY POOR IN THEIR REPORT WRITING AND RECORD KEEPING. THE CONCLUSIONS OF THE EVALUATORS ARE THAT THE TASK FORCE WAS A LIMITED OPERATIONAL SUCCESS SERIOUSLY HANDICAPPED BY ORGANIZATIONAL AND ADMINISTRATIVE DEFICIENCIES. THEY DO NOT RECOMMEND REFUNDING WITHOUT MAJOR PROGRAM MODIFICATIONS. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: PENNSYLVANIA GOVERNOR'S JUSTICE COMMISSION, PENNSYLVANIA DEPARTMENT OF JUSTICE, P O BOX 1167, FEDERAL SQUARE STA, HARRISBURG, PA 17120.

Availability: NCJRS MICROFICHE PROGRAM.

111. **N. J. LO SCHIAVO. LAW ENFORCEMENT INTELLIGENCE UNIT.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *POLICE CHIEF*, V 62, N 2 (FEBRUARY 1975), P 46 & 82. **NCJ-26556**

THE PURPOSES AND MEMBERSHIP REQUIREMENTS OF THE LAW ENFORCEMENT INTELLIGENCE UNIT (LEIU) ARE SET FORTH. STARTED IN WESTERN COASTAL STATES, LEIU HAS ENLARGED ITS MEMBERSHIP TO INCLUDE AGENCIES FROM OTHER PARTS OF THE COUNTRY AND CANADA. LEIU WAS CONCEIVED IN RESPONSE TO INCREASING LARGE-SCALE ORGANIZED CRIME INVOLVEMENT IN PACIFIC COAST CITIES.

112. **J. LYNCH. CONNECTICUT—EVALUATION OF THE STATEWIDE ENFORCEMENT COORDINATING COMMITTEE.** 110 p. **NCJ-27009**

THIS COMMITTEE IS THE POLICY MAKING AND ADMINISTRATIVE UNIT FOR FIVE UNDERCOVER NARCOTICS SQUADS SERVING VARIOUS REGIONS OF THE STATE. THIS REPORT EVALUATES THE SUCCESS OF THE STATEWIDE ENFORCEMENT COORDINATING COMMITTEE (S.E.C.C.) AND THE REGIONAL CRIME SQUADS IN MAKING CASES ON LARGER VOLUME DEALERS AND PROVIDING UNDERCOVER INVESTIGATIVE ASSISTANCE TO THE LOCAL POLICE. DESCRIBED ARE THE HISTORY, STRUCTURE, ORGANIZATION, ACTIVITIES, AND SYSTEM IMPACT OF THE SQUADS AND THE S.E.C.C. EVALUATORS CONCLUDED THAT THE SUCCESS OF S.E.C.C. AND THE CRIME SQUADS IN PROVIDING SERVICE TO LOCAL POLICE WAS GREATER THAN THEIR ATTEMPTS TO ATTACK LARGER VOLUME DEALERS. IN ADDITION, THERE WAS SOME INDICATION THAT S.E.C.C. HAD IMPROVED THE ADMINISTRATION OF SQUAD SERVICE (INFORMATION DISSEMINATION) BUT NOT ACTUAL DELIVERY OF SERVICE TO THE LOCAL TOWNS. AN ASSESSMENT OF THE COURT'S HANDLING OF SQUAD CASES SUGGESTED THAT THE SENTENCING PATTERN OF THE COURT SEVERELY REDUCES THE POTENTIAL IMPACT OF SQUAD EFFORTS. IT WAS RECOMMENDED THAT, SINCE S.E.C.C.'S INABILITY TO SIGNIFICANTLY IMPROVE SERVICE OR PRODUCTION COULD BE ATTRIBUTED TO CONFLICTING GOALS AND LACK OF SUFFICIENT MANPOWER, THE ROLE OF THE CRIME SQUADS SHOULD BE ADJUSTED TO BE EITHER ELITE DRUG UNITS OR REGIONAL SERVICE UNITS, BUT NOT BOTH. THIS REPORT IS ONE OF TWO REPORTS WHICH COMPRISE THE S.E.C.C. EVALUATION. A DETAILED SUMMARY OF THE FINDINGS OF THE FIRST REPORT, WHICH ADDRESSED THE EXTENT TO WHICH S.E.C.C. HAD ACCOMPLISHED ITS SYSTEM CONSTRUCTION GOALS AS OF AUGUST 1973, IS ENCLOSED IN THE APPENDIX. ALSO INCLUDED ARE A COPY OF THE S.E.C.C. BY-LAWS, THE CODE BOOK FOR S.E.C.C., AND A COPY OF THE LOCAL POLICE CHIEF INTERVIEW SCHEDULE USED IN THIS EVALUATION.

Sponsoring Agency: CONNECTICUT GOVERNOR'S PLANNING COMMITTEE ON CRIMINAL ADMINISTRATION, 75 ELM STREET, HARTFORD CT 06115.

Availability: NCJRS MICROFICHE PROGRAM.

113. **R. E. MASON. MID-MISSOURI MAJOR CASE SQUAD.** INTERNATIONAL ASSOCIATION OF COLLEGE AND UNIVERSITY SECURITY DIRECTORS, P O BOX 98127, ATLANTA GA 30329. *CAMPUS LAW ENFORCEMENT JOURNAL*, V 6, N 4 (JULY-AUGUST 1976), P 46-49. **NCJ-36302**

ORGANIZATIONAL MATTERS, PROCEDURES, AND THE RESPONSIBILITIES OF SQUAD PERSONNEL ARE SUGGESTED FOR THIS REGIONAL MAJOR CRIMINAL INVESTIGATION UNIT. DUTIES OF THE PERSONNEL OFFICER, OFFICER IN CHARGE, PRESS OFFICER, REPORT OFFICER, EVIDENCE OFFICER, EQUIPMENT OFFICER, AND SQUAD COMMANDER ARE SET DOWN. PROCEDURES FOR ACTIVATION OF THE SQUAD ARE ALSO INCLUDED. THIS UNIT WOULD HANDLE MAJOR CRIMES COMMITTED BOTH ON AND OFF CAMPUS.

114. **S. MASTROFSKI. TUSCALOOSA COUNTY (AL) HOMICIDE UNIT—POLICE SERVICES STUDY FACT SHEET.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 5 p. **NCJ-35944**

DESCRIPTION OF THE TUSCALOOSA COUNTY (AL) HOMICIDE UNIT ORGANIZED BY THE COUNTY'S LAW ENFORCEMENT PERSONNEL TO SHARE THEIR RESOURCES AS THE EXCLUSIVE INVESTIGATING BODY OF CERTAIN TYPES OF SERIOUS CRIMES. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. THE UNIT WAS ORGANIZED TO INVESTIGATE HOMICIDE, SERIOUS ASSAULT, RAPE, ATTEMPTED RAPE, SUICIDE, AND CERTAIN TYPES OF MANSLAUGHTER. THE AUTHOR REVIEWS UNIT DESIGN AND CAPABILITIES AS WELL AS PROBLEMS ENCOUNTERED AND POSSIBLE EXPANSION. SUGGESTIONS ARE SET FORTH FOR COMMUNITIES CONSIDERING THE DEVELOPMENT OF SIMILAR UNITS BY THE UNIT'S DIRECTOR. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35943 AND NCJ-35945 THROUGH 35947.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

115. **J. C. MCDAVID. MAJOR CASE SQUAD OF THE GREATER ST LOUIS METROPOLITAN AREA.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 25 p. **NCJ-36770**

STATISTICS AND A CASE STUDY ARE PROVIDED TO DESCRIBE THE ORGANIZATION AND OPERATIONS OF THE MAJOR CASE SQUAD—A MULTI-JURISDICTIONAL CRIMINAL INVESTIGATION UNIT. THE MAJOR CASE SQUAD'S CLOSED AND CLEARED CASE RATE OF 66 PERCENT EXCEEDS THE RATE OF ANY OF THE PARTICIPATING JURISDICTIONS. THE CASE STUDY REVEALS THAT THE MAJOR CASE SQUAD IS AN EFFICIENT ORGANIZATION THAT IS STRENGTHENED BY A HIGH DEGREE OF INTER-DEPARTMENTAL COOPERATION.

Sponsoring Agency: US DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE NATIONAL INSTITUTE OF MENTAL HEALTH, 5600 FISHERS LANE, ROCKVILLE, MD 20852

Availability: NCJRS MICROFICHE PROGRAM.

116. **J. L. MCGOVERN. SOUTH CAROLINA—DEVELOPMENT OF A MULTI-COUNTY/INNERDISTRICT NARCOTICS PROGRAM—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 20 p. 1976. **NCJ-35881**

THIS REPORT FOR THE TEN-COUNTY SOUTH CAROLINA APPALACHIAN COUNCIL OF GOVERNMENTS ADDRESSES THE PROBLEMS OF ESTABLISHING AN INTER-JURISDICTIONAL NARCOTICS LAW ENFORCEMENT UNIT, AND IS DATED AUGUST, 1976. THE REPORT PROPOSES THAT A GOVERNING BODY FOR THE UNIT BE ESTABLISHED TO WHICH, AND ONLY TO WHICH, SHALL THE UNIT BE RESPONSIBLE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

117. **M. MENARD. COLORADO CRIMINAL JUSTICE PLANNING REGION 3—ANALYSIS OF PARTICIPATION IN A CRIMINAL JUSTICE INFORMATION SYSTEM POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 18 p. 1973. **NCJ-35844**

JANUARY 1973 REPORT ON A MANAGEMENT STUDY DESIGNED TO IDENTIFY THE REQUIREMENTS FOR DEVELOPMENT OF AN INTEGRATED REGIONAL INFORMATION SYSTEM. INCLUDED AS A PART OF THIS STUDY WAS AN ANALYSIS OF THE RELATIONSHIP OF SUCH A SYSTEM TO THE STATEWIDE COMPREHENSIVE DATA SYSTEM PROMOTED BY LEAA. A REVIEW AND ANALYSIS OF PLANNED AND OPERATIONAL INFORMATION SYSTEMS USED BY THE LOCAL AND COUNTY LAW ENFORCEMENT AGENCIES AND THE STATE PLANNING AGENCY IS FOLLOWED BY RECOMMENDATIONS FOR A COMPREHENSIVE CRIMINAL JUSTICE INFORMATION SYSTEM FOR THE STATE OF COLORADO. SUGGESTED FOR CONSIDERATION AS ESSENTIAL TO THE OPTIMAL PERFORMANCE OF SUCH A CENTRALIZED SYSTEM ARE THE DEVELOPMENT OF A MASTER PLAN, AN ASSESSMENT OF INFORMATION NEEDS, AND ORGANIZATION CONTROLS IN THE FORM OF A STEERING COMMITTEE WHICH WOULD DETERMINE POLICY, ESTABLISH OR SANCTION PRIORITIES, AND EVALUATE PROGRESS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

118. **MICHIGAN ATTORNEY GENERAL ORGANIZED CRIME DIVISION, 525 WEST OTTAWA STREET, LANSING MI 48913. ORGANIZED CRIME PROSECUTORS POOL, DISCRETIONARY GRANT PROGRESS REPORT.** 100 p. 1972. **NCJ-08621**

ACTIVITIES AND ACCOMPLISHMENTS OF A PROJECT DIRECTED BY MICHIGAN ATTORNEY GENERAL'S DEPARTMENT TO COORDINATE ALL STATE AGENCIES ENGAGED IN FIGHTING ORGANIZED CRIME. THE SERVICES AND EXPERTISE OF INVESTIGATORS AND LAWYERS WERE WELDED INTO A SINGLE TEAM EFFORT BY THIS PROJECT. PERSONNEL LISTINGS OF PROJECT MEMBERS, FISCAL REPORTS, AND A NARRATIVE OF MAJOR ORGANIZED CRIME COUNTERMEASURE OPERATIONS ARE PROVIDED. THE APPENDICES CONTAIN INFORMATION ON PROJECT ACTIVITIES REPORT FORMS, UNIT AND INDIVIDUAL MONTHLY PROGRESS REPORTS, AND RESUMES OF SELECTED STAFF MEMBERS.

Supplemental Notes: SEPTEMBER 1, 1971 THRU SEPTEMBER 30, 1972.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

119. **R. L. MOORE. EXPERIMENT IN COOPERATIVE CRIME PREVENTION.** CALIFORNIA ATTORNEY GENERAL'S BUILDING SECURITY COMMISSION, WELLS FARGO BANK BUILDING, SACRAMENTO CA 95814. *CRIME PREVENTION REVIEW,* V 3, N 4 (JULY 1976), P 28-32. **NCJ-37048**

DESCRIPTION OF A JOINT PROJECT OF THE MENLO PARK AND ATHERTON (CA) POLICE DEPARTMENTS TO REDUCE THE NUMBER OF RESIDENTIAL BURGLARIES ALONG ONE OF THEIR CONGRUENT BOUNDARIES. THE BURGLARY PREVENTION PROJECT INCLUDED POLICE BICYCLE PATROL, HOME AND BUSINESS SECURITY INSPECTION, JUVENILE CRIME PREVENTION, AND PROPERTY IDENTIFICATION ACTIVITIES. AFTER TWO YEARS OF OPERATION, THE MENLO PARK SECTION OF THE TARGET AREA SHOWED A 38 PERCENT REDUCTION IN RESIDENTIAL BURGLARIES AND ATHERTON SHOWED A 70 PERCENT REDUCTION. OTHER CRIME PREVENTION PROJECTS STRESSING COMMUNITY INVOLVEMENT HAVE BEEN IMPLEMENTED.

120. **NATIONAL ASSOCIATION OF ATTORNEYS GENERAL, 3901 BARRETT DRIVE, RALEIGH NC 27609. COMBATTING ORGANIZED CRIME—SUMMARIES OF SPEECHES TO AN APRIL 1978, SEMINAR.** 89 p. 1978. **NCJ-48903**

A SUMMARY IS PROVIDED OF PAPERS PRESENTED AT A CONFERENCE ON ORGANIZED CRIME AND ITS CONTROL SPONSORED BY THE NATIONAL ASSOCIATION OF ATTORNEYS GENERAL. OVERVIEWS OF THE STATE'S ROLE IN CONTROLLING ORGANIZED CRIME INCLUDE DESCRIPTIONS OF ORGANIZED CRIME CONTROL EFFORTS IN NEW JERSEY AND NEW YORK. DISCUSSIONS OF ORGANIZATIONAL AND OPERATIONAL PROBLEMS IN ORGANIZED CRIME CONTROL TOUCH ON ORGANIZATION AND STAFFING IN THE OFFICES OF ATTORNEYS GENERAL, INTERAGENCY EFFORTS AND COORDINATION, OPERATIONAL PROBLEMS IN INVESTIGATION AND PROSECUTION, AND PROBLEMS IN STATE-LEVEL COORDINATION. EMERGING AREAS OF INVOLVEMENT FOR ORGANIZED CRIME ARE IDENTIFIED BY THE ATTORNEY GENERAL OF THE U.S. DEPARTMENT OF JUSTICE'S ORGANIZED CRIME AND RACKETEERING SECTION. OTHER PAPERS DETAIL ORGANIZED CRIME'S INVOLVEMENT IN GAMBLING

AND BINGO, TAX FRAUD, BANKING FRAUD, AND CORRUPTION OF OFFICIALS. APPROACHES TO PROSECUTION AND CONTROL OF ORGANIZED CRIME ARE SUGGESTED IN PAPERS ON OBTAINING AND USING BUSINESS RECORDS, LICENSING AND REGULATORY ACTION, BORDER SECURITY IN TEXAS, ADMINISTRATIVE PROCEDURES TO CONTROL THE LIQUOR INDUSTRY, AND USE OF WITNESS IMMUNITY LAWS. PRIVACY STATUTES AND RELATED CONSIDERATIONS AFFECTING STATE EFFORTS TO COMBAT ORGANIZED CRIME ARE DISCUSSED. OTHER PAPERS DESCRIBE APPROACHES TO SECURING STATE AND FEDERAL FUNDING FOR ORGANIZED CRIME CONTROL EFFORTS AT THE STATE LEVEL.

Availability: NATIONAL ASSOCIATION OF ATTORNEYS GENERAL, 3901 BARRETT DRIVE, RALEIGH NC 27609.

121. **N. M. NEUBERT. MAJOR CASE SQUADS—POLICE SERVICES STUDY FACT SHEET.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 8 p. **NCJ-35946**

DESCRIPTIONS IN THE VARIATIONS IN THE OPERATIONS AND BY-LAWS OF FOUR MAJOR CASE SQUADS WHICH CONSIST OF PERSONNEL OF MEMBER POLICE DEPARTMENTS WHO ARE AVAILABLE TO INVESTIGATE SERIOUS CRIMES WHEN REQUESTED BY A MEMBER. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. THE UNITS STUDIED REPRESENT TWO LARGE METROPOLITAN AREAS—ST LOUIS AND KANSAS CITY AND TWO SMALLER AREAS—TOPEKA (KS) AND POLK COUNTY (IA). THE SQUADS ARE COMPARED ACCORDING TO ADMINISTRATION, TRAINING, OPERATING PROCEDURES, ROLES OF OFFICERS WITHIN THE SQUADS, JURISDICTION, AND COSTS AND SUPPORT. A TABLE IS INCLUDED TO FACILITATE COMPARISONS. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35945 AND NCJ-35947.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

122. **N. M. NEUBERT. MAJOR INVESTIGATIVE TEAM OF POLK COUNTY (IA)—POLICE SERVICES STUDY FACT SHEET.** 2 p. **NCJ-35943**

BRIEF DESCRIPTION OF THE ORGANIZATION OF AN INVESTIGATIVE UNIT IN POLK COUNTY (IA) CALLED THE MAJOR INVESTIGATIVE TEAM TO ENCOURAGE COOPERATION AMONG THAT COUNTY'S LAW ENFORCEMENT AGENCIES IN INVESTIGATIONS OF SERIOUS CRIMES. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. THE CONDITIONS FOR ACTIVATING THE UNIT AND THE SINGLE CASE INVESTIGATED BY THEM SO FAR ARE ALSO BRIEFLY DISCUSSED. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35942 AND NCJ-35944 THROUGH 35947.

Availability: NCJRS MICROFICHE PROGRAM.

123. **E. OSTROM. TOPEKA (KS)—MAJOR CASE SQUAD—POLICE SERVICES STUDY FACT SHEET.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 14 p. **NCJ-35947**

DESCRIPTION OF A SQUAD ORGANIZED WITH PERSONNEL FROM LAW ENFORCEMENT AGENCIES IN SEVEN COUNTIES IN THE METROPOLITAN TOPEKA (KS) AREA TO INVESTIGATE MAJOR CRIMES SUCH AS MURDER, AGGRAVATED ASSAULT, ROBBERY, AND RAPE. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. IT DESCRIBES THE ORGANIZATION AND MANAGEMENT OF THE UNIT WHICH IS MADE UP OF 50 MEMBERS FROM THE JACKSON, JEFFERSON, DOUGLAS, OSAGE, WABAUNSEE, POTTAWATOMIE, AND SHAWNEE COUNTIES. A DISCUSSION OF THE INVESTIGATIONS ALREADY CONDUCTED BY THE UNIT IS ALSO INCLUDED. SQUAD BY-LAWS AND THE DUTIES OF OFFICERS WITHIN THE SQUAD ARE LISTED. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35946.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

124. **R. P. RHODES. SHENANGO VALLEY (PA) DRUG UNIT—FINAL EVALUATION REPORT.** PENNSYLVANIA GOVERNOR'S JUSTICE COMMISSION NORTHWEST REGIONAL PLANNING COUNCIL. 8 p. 1976. **NCJ-40195**

AN ANALYSIS OF THE ACTIVITIES OF THE SHENANGO VALLEY DRUG UNIT, INCLUDING ARREST LEVELS AND CONVICTION LEVELS. THE FOCUS OF THIS EVALUATION WAS ON FOUR SPECIFIC INDICATORS OF PROGRAM SUCCESS: NUMBER AND TYPES OF ARRESTS FOR DRUG POSSESSION AND USE; CHARGES ALTERED BY THE COURT FOR EVIDENTIARY OR OTHER PURPOSES; ACQUITTAL AND CONVICTION DISMISSAL RATES; AND LEVELS OF INTERAGENCY COOPERATION. IT WAS FOUND THAT THE DRUG UNIT EFFECTED A SIZEABLE PROPORTION OF THE DRUG ARRESTS IN MERCER CO, PA. IN GENERAL, COOPERATION WITH OTHER AGENCIES WAS FOUND TO BE HIGH. FINALLY, IT WAS FOUND THAT A NUMBER OF CASES WERE LOST THROUGH SUPPRESSION HEARINGS AND DISMISSALS; HOWEVER, 82 PERCENT OF THESE INVOLVED SMALL AMOUNTS OF 'SOFT' DRUGS. MOST HARDER DRUG CASES RESULTED IN A CONVICTION ON A DRUG OR OTHER FELONY CHARGE.

Availability: NCJRS MICROFICHE PROGRAM.

125. **E. J. SCOTT. INTRA-COUNTY MAJOR CASE INVESTIGATION UNIT OF DANE COUNTY (WI)—POLICE SERVICES STUDY FACT SHEET.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 5 p. **NCJ-35941**

DESCRIPTION OF AN INTERJURISDICTIONAL COOPERATIVE UNIT TO INVESTIGATE MAJOR CRIMES IN THE DANE COUNTY (WI) METROPOLITAN AREA. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. MEMBERSHIP AND ACTIVATION PROCEDURES ARE DESCRIBED AS ARE THE ROLES OF DIFFERENT OFFICERS WITHIN THE UNIT. BRIEF DISCUSSIONS OF JURISDICTIONAL AUTHORITY, COSTS, AND THE TWO CASES PROCESSED BY THE UNIT SO FAR ARE INCLUDED. FOR RELATED DOCUMENTS, SEE NCJ-35940 AND NCJ-35942 THROUGH NCJ-35947.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

126. **SOUTH CENTRAL CONNECTICUT REGIONAL CRIME SQUAD. SOUTH CENTRAL CONNECTICUT REGIONAL CRIME SQUAD—FINAL NARRATIVE REPORT.** 5 p. **NCJ-14318**

A BACKGROUND OF THE PHILOSOPHY AND NEED FOR A REGIONAL LAW ENFORCEMENT AGENCY AND DATA ON WARRANTS AND ARRESTS OF THIS REGIONAL CRIME SQUAD ARE GIVEN. REGIONAL LAW ENFORCEMENT AGENCIES WERE CREATED IN RESPONSE TO THE NEED FOR MORE MOBILE AND FLEXIBLE AGENCIES, UNHAMPERED BY LOCAL POLITICAL BOUNDARIES. THIS CRIME SQUAD OPERATES SEPARATELY FROM LOCAL DEPARTMENTS. THE SQUAD'S ACTIVITIES ARE DIRECTED AT COMBATING NARCOTICS TRAFFIC AND ILLEGAL GAMBLING. THE CRIME SQUAD HAS MANAGED TO MAINTAIN ITS STRENGTH BETWEEN 7 AND 10 FULL TIME PERSONNEL UNDER COMMAND OF A DETECTIVE SERGEANT FROM THE NEW HAVEN POLICE DEPARTMENT. SPECIFIC ACTIVITIES OF THE SQUAD ARE DESCRIBED. ARRESTS FOR THE PERIOD OF OCTOBER 1971 AND MARCH 1972 WERE REPORTED TO TOTAL 112, AND 109 GAMBLING INVESTIGATIONS AND 24 ARRESTS FOR OFFENSES OTHER THAN GAMBLING OR NARCOTICS VIOLATIONS WERE ALSO REPORTED.

Availability: NCJRS MICROFICHE PROGRAM.

Crime Laboratories

127. **W. R. BENSON and J. E. STACY. SYSTEMS ANALYSIS OF CRIMINALISTICS OPERATIONS—FINAL REPORT.** MIDWEST RESEARCH INSTITUTE, 425 VOLKER BOULEVARD, KANSAS CITY MO 64110. 216 p. 1970. **NCJ-10372**

RECOMMENDED SYSTEMS OF CRIMINALISTICS OPERATIONS THAT MEET STATED COST BENEFIT CRITERIA WHILE SERVING LOCAL, REGIONAL, AND NATIONAL NEEDS. A SYSTEMS ANALYSIS OF THE ROLE OF CRIMINALISTICS IN LAW ENFORCEMENT AND CRIMINAL JUSTICE WAS CONDUCTED WHICH DEFINED FACTORS THAT INFLUENCE SIZE AND LOCATION OF CRIMINALISTICS OPERATIONS. IN CONJUNCTION WITH THAT ANALYSIS, AN ESTIMATE WAS MADE OF NATIONAL DEMAND FOR CRIMINALISTICS SERVICES. A STUDY FOLLOWED WHICH INVESTIGATED THE INFLUENCE OF LAB LOCATION UPON THAT DEMAND. THESE SEVERAL ANALYSES RESULTED IN THE DEVELOPMENT OF TWO QUANTITATIVE PLANNING CONCEPTS WITH WHICH TO STRUCTURE CRIME LABS IN ACCORDANCE WITH NEED. ALSO DESCRIBED ARE SEVEN MAJOR CRIME LAB LOCATION STRATEGIES WHICH ARE BASED ON OPERATIONS AT FIVE DIFFERENT LEVELS-CITY, STANDARD METROPOLITAN STATISTICAL AREA (SMSA), STATE, REGIONAL, AND NATIONAL. A COST-EFFECTIVENESS IS EXPLAINED WHICH DISCRIMINATES BETWEEN LOCATION STRATEGIES RELATIVE TO PERFORMANCE AND COST INDICES. THE APPENDICES INCLUDE A LABORATORY ANALYSIS AND BUDGETING SYSTEM, A TABULATION OF CRIME LAB SERVICES, AND AN ANALYSIS AND FLOW CHARTS OF LABORATORY PROCEDURE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

128. **J. P. KLOSTERMAN. SUFFOLK COUNTY (NY)—CONSOLIDATION OF POLICE LABORATORY SERVICES—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 15 p. 1976. **NCJ-35361**

THIS CONSOLIDATION FEASIBILITY STUDY WAS MADE FOR THE SUFFOLK COUNTY (NY) POLICE, WHOSE 3,000 OFFICERS SERVE 1,300,000 PERSONS ON 1,000 SQUARE MILES, AND IS DATED JUNE, 1976. THE CONSOLIDATION UNDER DISCUSSION WAS TO COMBINE THE MEDICAL EXAMINER'S LABORATORY WITH THE COUNTY POLICE DEPARTMENT LABORATORY, BOTH OF WHICH SERVE THE WHOLE COUNTY. IN ARRIVING AT THE RECOMMENDATION TO MERGE THE TWO LABS, THE CONSULTANT STUDIED INTERNAL (BUDGET, PERSONNEL, EQUIPMENT, SPACE) AND EXTERNAL (RELATIONSHIPS WITH USER AGENCIES AND THE JUDICIAL SYSTEM) FACTORS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

129. **NATIONAL ASSOCIATION OF COUNTIES, 1735 NEW YORK AVENUE, NW, WASHINGTON DC 20006. MONROE COUNTY, NEW YORK'S PUBLIC SAFETY LAB SERVES 8 COUNTIES WAR AGAINST CRIME.** *AMERICAN COUNTY,* V 36, N 6 (JUNE 1971), P 12-15. **NCJ-12066**

CONSOLIDATION OF A CITY POLICE LAB INTO A CITY-COUNTY OPERATION, HANDLING CONSUMER COMPLAINTS ON DANGEROUS PRODUCTS, AND SERVING AS A SCIENTIFIC CRIME LABORATORY. EIGHT YEARS AFTER THE 1961 CONSOLIDATION, THE MONROE PUBLIC SAFETY LAB RECEIVED A GRANT TO ESTABLISH A PILOT PROGRAM ASSISTING THE SEVEN SURROUNDING COUNTIES. THIS ESTABLISHED THE PUBLIC SAFETY LABORATORY AS THE FIRST REGIONAL CRIME LAB IN WESTERN NEW YORK. INCLUDED IS A CHART OF SERVICES AND ANALYSES PERFORMED BY THE LABORATORY IN 1970 AND A CHART INDICATING THE NUMBER AND TYPE OF CASES PROCESSED FOR REGIONAL POLICE AGENCIES IN 1970. (AUTHOR ABSTRACT MODIFIED)

130. **ORANGE COUNTY SHERIFF-CORONER DEPARTMENT, SANTA ANA CA 92702. COORDINATED CITY AND COUNTY REGIONAL CRIMINALISTICS SYSTEM.** 25 p. 1975. **NCJ-34068**

THIS REPORT IS CONCERNED WITH A GRANT-MANDATED INCREASE IN CAPABILITY OF THE ORANGE COUNTY (CA) REGIONAL CRIMINALISTICS LABORATORY. THE GOALS WERE TO INCREASE THE OVERALL NUMBER OF CASES EXAMINED BY AT LEAST 15 PERCENT, AND TO AUGMENT THE STAFF. THESE GOALS WERE ACHIEVED BY AUTOMATING THE BLOOD-ALCOHOL ANALYSIS PROCESS AND THE ROUTINE SCREENING OF DANGEROUS DRUGS BY A GAS CHROMATOGRAPH-MASS SPECTROMETER WITH A DEDICATED MINICOMPUTER. SEVERAL ADDITIONAL CRIMINALISTS WERE HIRED. THE NUMBER OF CASES PROCESSED INCREASED BY MORE THAN FOUR TIMES THE GRANT COMPLIANCE FIGURE.

Availability: NCJRS MICROFICHE PROGRAM.

131. **PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. COORDINATION AND CONSOLIDATION OF POLICE SERVICE PROBLEMS AND POTENTIALS—EXTRACT (FROM CRIME LABORATORIES—THREE STUDY REPORTS—SEE NCJ-02902).** 8 p. 1969.
NCJ-04968

COORDINATION AND CONSOLIDATION OF LOCAL POLICE LABORATORY SERVICES. THE EXCERPT DEALS WITH COORDINATION OF LOCAL POLICE LABORATORY SERVICES, INCLUDING DISCUSSION OF CURRENT LOCAL PRACTICES, THE ROLE THAT STATES CAN PLAY IN THIS AREA, AND ITS CONCLUSIONS AS TO WORTHWHILE PROGRAMS FOR CENTRALIZATION, POOLING, AND COORDINATION OF ACTIVITIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

132. **C. J. REHLING and C. L. RABREN. ALABAMA'S MASTER PLAN CRIME LABORATORY DELIVERY SYSTEM.** ALABAMA DEPARTMENT OF TOXICOLOGY AND CRIMINAL INVESTIGATION, AUBURN UNIVERSITY, AUBURN AL 36830. 274 p. 1973.
NCJ-10931

DESCRIPTION AND ANALYSIS OF A STATE-WIDE FORENSIC SCIENCE LABORATORY SYSTEM WITH SUGGESTIONS FOR IMPROVING ITS EFFICIENCY AND EFFECTIVENESS. THE HISTORICAL EVENTS IN ALABAMA WHICH SHAPED THE GROWTH OF THE PRESENT CRIME LABORATORY SYSTEM ARE OUTLINED AND DESCRIPTIVE INFORMATION ABOUT THE LABORATORIES PRESENTLY IN OPERATION IS PRESENTED. THE PRESENT STATUS OF THESE CRIME LABORATORIES AND THEIR RELATIONSHIP TO OTHER CRIMINAL JUSTICE AGENCIES, AS WELL AS TO AGENCIES IN THE GOVERNMENT AND COMMUNITY, IS DISCUSSED. THE EFFECT WHICH THE DISTANCE OF A CRIME LABORATORY FROM THE SCENE OF A CRIME MAKES ON THE LABORATORY'S EFFECTIVENESS IS EXAMINED IN DETAIL. ALL OF THIS INFORMATION IS USED TO IDENTIFY AREAS IN THE SYSTEM WHERE IMPROVEMENTS WILL BE NEEDED IN ORDER FOR IT TO RESPOND TO THE UNIQUE NEEDS OF THE STATE. SPECIFIC RECOMMENDATIONS FOR THESE IMPROVEMENTS ARE LISTED. APPENDED MATERIAL INCLUDES PROPOSED LEGISLATION FOR THE DEPARTMENT OF FORENSIC SCIENCE. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: ALABAMA LAW ENFORCEMENT PLANNING AGENCY, 2863 FAIRLAND DRIVE, BUILDING F, SUITE 49, EXECUTIVE PARK, MONTGOMERY, AL 36111.

Availability: NTIS. Accession No. PB 238 854/AS.

133. **VIRGINIA DIVISION OF CONSOLIDATED LABORATORY SERVICES, ONE NORTH 14TH STREET, RICHMOND VA 23219. VIRGINIA STATEWIDE FORENSIC LABORATORY SYSTEM.** 21 p. 1974.
NCJ-29536

A DESCRIPTION OF VIRGINIA'S CONSOLIDATED, REGIONAL CRIME LABORATORY SYSTEM. THIS MONOGRAPH DISCUSSES THE ORIGINS AND OPERATIONS OF THE VIRGINIA BUREAU OF FORENSIC SCIENCE. THE PROJECT HAS CONSOLIDATED A NUMBER OF SMALL, UNDEREQUIPPED LABORATORIES, BUILT A LARGE CENTRAL STATE LABORATORY AT RICHMOND AND CREATED A NEW SCIENTIFIC INSTITUTION, THE BUREAU OF FORENSIC SCIENCE, TO OPERATE THE LABORATORY SYSTEM. THE SYSTEM WHICH INCLUDES REGIONAL LABORATORIES IN FAIRFAX, ROANOKE AND NORFOLK IS DESIGNED TO MEET THE STATE'S PRESENT AND FUTURE FORENSIC REQUIREMENTS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

Contract Services

134. **BOOZ-ALLEN AND HAMILTON INC, 555 CALIFORNIA STREET, SAN FRANCISCO CA 94104. CALIFORNIA CONTRACT CITIES ASSOCIATION—DETERMINATION OF LAW ENFORCEMENT CONTRACTUAL COSTS.** 157 p. 1971. **NCJ-13501**

A STUDY TO DELINEATE THE STATUTORY RESPONSIBILITIES OF THE OFFICE OF SHERIFF, IDENTIFY THE FUNCTIONS PERFORMED AND THEIR COST, TOGETHER WITH A FORMULA TO BE USED IN CHARGING FOR CONTRACTED SERVICES. THE SCOPE OF POLICING SERVICES PERFORMED BY THE OFFICE OF SHERIFF WAS DETERMINED TO ENCOMPASS ALL JURISDICTIONS IN THE COUNTY AND INCLUDES THE FUNCTIONAL OPERATIONS OF FIELD PATROL, INVESTIGATION OF CASES, TRAFFIC CONTROL, AND PROVISION OF SUSTAINING SERVICES. IT WAS FURTHER FOUND THAT THE SHERIFF HAS WIDE DISCRETION TO DETERMINE THOSE SERVICES HE WILL PROVIDE COUNTY-WIDE, OR LIMIT TO THE UNINCORPORATED AREA AND CONTRACT CITIES. FOR COSTING PURPOSES THE POLICING FUNCTIONS OF THE SHERIFF'S DEPARTMENT WERE ALLOCATED COUNTY-WIDE, IN UNINCORPORATED AREAS, AND IN CONTRACT CITY RESPONSIBILITIES. FIVE ALTERNATIVE PRICING MODELS WERE IDENTIFIED FOR DETAILED CONSIDERATION.

Sponsoring Agency: CALIFORNIA CONTRACT CITIES ASSOCIATION, 2468 HUNTINGTON, SAN MARINO CA 91108.

Availability: NCJRS MICROFICHE PROGRAM.

135. **BOOZ-ALLEN AND HAMILTON INC, 555 CALIFORNIA STREET, SAN FRANCISCO CA 94104. CALIFORNIA CONTRACT CITIES ASSOCIATION—PERFORMANCE AND COST DECISION-MAKING SYSTEM FOR THE FIELD POLICING FUNCTION.** 282 p. 1972. **NCJ-13500**

A DECISION-MAKING SYSTEM DESIGNED TO HELP POLICE IDENTIFY FIELD POLICING SERVICE LEVELS AND MEASURES, TO DETERMINE MANPOWER AND COST REQUIREMENTS, AND TO ANALYZE BENEFITS AND COSTS OF ALTERNATIVE FIELD POLICING METHODS. THIS STUDY REPRESENTS, IN PART, A CASE STUDY OF THE FIELD OPERATIONS OF THE PASADENA POLICE DEPARTMENT WHICH WAS USED TO ANALYZE THE NATURE AND TYPES OF FIELD POLICING SERVICES PROVIDED, WORKLOADS AND MANPOWER UTILIZATION, STEPS TAKEN TO IMPROVE FIELD SERVICES, AND HOW DECISIONS WERE MADE REGARDING SERVICE LEVELS AND FIELD POLICING RESOURCE REQUIREMENTS. BASED ON THIS AND OTHER RESEARCH STUDIES, A PERFORMANCE AND COST DECISION-MAKING SYSTEM HAS BEED DEVELOPED. THIS SYSTEM CONSISTS OF 14 ANALYTICAL TASKS, AND THE PURPOSE, METHODOLOGY, TASK COMPLETION RESPONSIBILITY AND IMPORT CONSIDERATIONS WHICH AFFECT DECISION-MAKING IN EACH OF THESE ANALYTICAL TASKS ARE DESCRIBED. A BENEFIT AND COST METHODOLOGY TO ANALYZE ALTERNATIVE FIELD POLICING APPROACHES AND METHODS IS ALSO DESCRIBED. ONCE THIS PERFORMANCE-COST DECISION-MAKING METHODOLOGY WAS DEVELOPED, IT WAS TESTED, ON A SUMMARY BASIS, FOR THE CITIES OF PASADENA AND COMMERCE, CALIFORNIA. IN ADDITION, THE METHODOLOGY PROPOSED FOR ANALYZING THE BENEFITS AND COSTS OF POLICE SERVICE APPROACHES WAS TESTED BY EVALUATING ALTERNATIVE WAYS OF REDUCING RESPONSE TIMES IN PASADENA. FINALLY, THE IMPLICATIONS OF THIS PERFORMANCE-COST DECISION-MAKING SYSTEM FOR CONTRACT CITIES IN LOS ANGELES COUNTY WERE ASSESSED. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: CALIFORNIA CONTRACT CITIES ASSOCIATION, 2468 HUNTINGTON, SAN MARINO CA 91108.

Availability: NCJRS MICROFICHE PROGRAM.

136. **COLORADO DIVISION OF CRIMINAL JUSTICE, 1313 SHERMAN STREET, ROOM 419, DENVER CO 80203. DOUGLAS COUNTY (CO)—POLICE SERVICES.** 160 p. 1972. **NCJ-08168**

THE FINANCING, TYPES, AND LEVELS OF COUNTY POLICE ACTIVITIES AND PROPOSALS FOR IMPROVING POLICE SERVICE THROUGH COOPERATION WITH OTHER COUNTIES. POPULATION TRENDS, EMPLOYMENT AND INCOME LEVELS, AND LAND AND HOUSING TAX ASSESSMENTS ARE PROJECTED INTO THE FUTURE TO AID IN THE ESTIMATE OF THE COUNTY'S NEED FOR POLICE SERVICES. STATE AND LOCAL LAWS WHICH PERMIT AND RESTRICT REDEFINITION OF RESPONSIBILITIES FOR COUNTY POLICE ACTIVITIES ARE OUTLINED. AFTER ASSESSING THE EXISTING ORGANIZATION OF POLICE SERVICES, IT IS SUGGESTED THAT THE COUNTY CONTRACT WITH A NEIGHBORING COUNTY FOR JOINT FIELD POLICE SERVICE, STAFF, AND AUXILIARY FUNCTIONS.

137. **J. H. ELLIS. CONNECTICUT RESIDENT STATE POLICE SYSTEM (FROM POLICE PATROL READINGS, 2D ED. 1970, BY SAMUEL G CHAPMAN SEE NCJ-01974).** CHARLES C THOMAS, 301-327 EAST LAWRENCE AVENUE, SPRINGFIELD IL 62717. 7 p. 1970. **NCJ-15180**

DISCUSSION OF THIS SYSTEM THAT ALLOWS SMALL TOWNS THAT DO NOT HAVE POLICE DEPARTMENTS TO CONTRACT

FOR THE FULL-TIME SERVICES OF A STATE TROOPER. THIS PROGRAM WAS BEGUN IN 1947 FOR THOSE TOWNS LARGE ENOUGH TO REQUIRE MORE THAN OCCASIONAL STATE PATROL, BUT NOT BIG ENOUGH TO SUPPORT A POLICE DEPARTMENT. TOWNS RECEIVING SUCH SERVICES USUALLY PAY ABOUT ONE-HALF OF THE TOTAL COSTS. SHARES ARE DETERMINED BY THE STATE POLICE COMMISSIONER AND APPROVED BY THE COMMISSIONER OF FINANCE AND CONTROL. CONTRACTS COVER TWO-YEAR PERIODS AND ARE SUBJECT TO THE APPROVAL OF THE ATTORNEY GENERAL. CONNECTICUT'S 30 RESIDENT OFFICER POSITIONS ARE IN EXCESS OF THE REGULARLY AUTHORIZED NUMBER OF STATE TROOPERS, AND APPOINTEES POSSESS THE SAME POWERS AND RIGHTS AND ARE SUBJECT TO THE SAME RULES AND REGULATIONS AS REGULAR TROOPERS.

Supplemental Notes: ARTICLE FROM POLICE, SEPTEMBER-OCTOBER 1960.

138. **R. D. ENGLER and W. G. GAY. CONTRACT LAW ENFORCEMENT—A PRACTICAL GUIDE TO PROGRAM DEVELOPMENT.** ARTHUR D LITTLE, INC, 1735 EYE STREET, NW, WASHINGTON DC 20006. 91 p. 1978. **NCJ-43370**

WHAT A LAW ENFORCEMENT CONTRACT CAN AND CANNOT DO, HOW TO PLAN AND IMPLEMENT SUCH A CONTRACT, AND HOW TO USE DEPARTMENT RESOURCES TO MAKE SUCH A CONTRACT WORK ARE COVERED IN THIS MANAGEMENT MANUAL. CONTRACT LAW ENFORCEMENT, A VOLUNTARY PROGRAM IN WHICH ONE GOVERNMENT ENTERS INTO A FORMAL, LEGALLY BINDING AGREEMENT TO PROVIDE LAW ENFORCEMENT SERVICES TO ANOTHER GOVERNMENT FOR A FEE, IS A RAPIDLY GROWING AREA. THIS MANUAL IS BASED ON THE STUDY OF 114 SUCH CONTRACTS IN COMMUNITIES RANGING FROM LESS THAN 5000 POPULATION TO MORE THAN 20,000. MOST OF THE LARGER RECIPIENT COMMUNITIES ARE LOCATED IN LOS ANGELES COUNTY, WHICH IS GIVEN SPECIAL ATTENTION AS THE ORIGINATING AGENCY OF CONTRACT LAW ENFORCEMENT. THIS MANUAL COVERS OBTAINING LEGAL AUTHORIZATION FOR CONTRACTING, WRITING THE CONTRACT, ESTIMATING QUANTITY OF SERVICE NEEDED, PROVIDING FOR TEMPORARY INTERRUPTIONS IN SERVICE, ALLOCATING POLICY ROLES, MAINTAINING CONTROL OVER THE CONTRACTING AGENCY, ALLOCATING TORT LIABILITY, AND EVALUATING SERVICE DELIVERY. FINANCING IS DISCUSSED, INCLUDING: ITEMS TO BE INCLUDED IN DIRECT PERSONNEL, FIELD EQUIPMENT, AND INDIRECT SUPPORT COSTS; HOW TO BREAK OUT COSTS ON AN HOURLY BASIS; FISCAL CONTROL PROCEDURES; AND OPPORTUNITIES TO OBTAIN FEDERAL ASSISTANCE THROUGH LEAA ACTION GRANTS AND DEPARTMENT OF LABOR COMPREHENSIVE EMPLOYMENT AND TRAINING ACT GRANTS. SPECIAL PROBLEMS FOR THE CONTRACTOR INCLUDE MOTIVATING DEPARTMENTAL PERSONNEL TO SUPPORT CONTRACTING, CHOOSING BETWEEN FIXED AND ROTATING ASSIGNMENTS IN THE CONTRACT AREA, PERSONNEL POLICIES FOR CONTRACT ASSIGNMENTS, AND MEETING FACILITY AND EQUIPMENT NEEDS. A STEP-BY-STEP PROCESS FOR DEVELOPING A CONTRACT PROGRAM IS RECOMMENDED, BEGINNING WITH A FEASIBILITY STUDY. A JURISDICTION SHOULD THEN REQUEST PROPOSALS FOR CONTRACT SERVICES, DEVELOP THE PROPOSALS, SOLICIT CITIZEN SUPPORT, NEGOTIATE THE CONTRACT, AND PROVIDE FOR SUPERVISION OF IMPLEMENTATION. CASE STUDIES ARE GIVEN OF 11 DIFFERENT CONTRACTS. TABLES AND NARRATIVE SUMMARIES DETAIL ESTIMATING PATROL REQUIREMENTS, USING A PATROL OFFICER AVAILABILITY WORKSHEET, ESTIMATING HOURLY TOTAL PATROL OFFICER COSTS, ESTIMATING HOURLY DIRECT PERSONNEL COSTS, AND ESTIMATING VEHICLE EXPENSES. A SAMPLE AGREEMENT FOR GENERAL LAW ENFORCEMENT SERVICES IS INCLUDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: GPO Stock Order No. 027-000-00652-3; NCJRS MICROFICHE PROGRAM.

139. **R. D. ENGLER, W. G. GAY, and D. H. OVERLY. EVALUATION STUDY IN THE AREA OF CONTRACT LAW ENFORCEMENT—PRODUCT 2—SITE VISIT CASE REPORTS.** NATIONAL SHERIFFS' ASSOCIATION, 1250 CONNECTICUT AVENUE, SUITE 320, WASHINGTON DC 20036. 328 p. 1976. **NCJ-43338**

CASE REPORTS OF 20 LAW ENFORCEMENT CONTRACT PROGRAMS VISITED DURING INFORMATION GATHERING FOR AN EVALUATION STUDY OF CONTRACT LAW ENFORCEMENT ARE PRESENTED. A VARIETY OF PROGRAMS AND CONTRACT METHODS ARE INCLUDED. THESE CASE REPORTS INCLUDE A DETAILED STUDY OF THE RESIDENT TROOPER PROGRAMS OF THE CONNECTICUT AND MARYLAND STATE POLICE AS WELL AS COUNTY-TO-CITY OR COUNTY-TO-REGION PROGRAMS IN BROWN COUNTY, WISCONSIN; COOK COUNTY, ILLINOIS; DECATUR COUNTY, IOWA; INGHAM AND WASHTENAW COUNTIES, MICHIGAN; MARION COUNTY, FLORIDA (WHICH ALSO PROVIDES LAW ENFORCEMENT FOR THE NATIONAL FOREST SERVICE); PINELLAS COUNTY, FLORIDA; LOS ANGELES, ORANGE, RIVERSIDE, AND SAN BERNARDINO COUNTIES, CALIFORNIA; MORRISON, RAMSEY, AND WASHINGTON COUNTIES, MINNESOTA; ST. LOUIS COUNTY, MISSOURI; AND WARD COUNTY, NORTH DAKOTA. THE CITY-TO-COUNTY PROGRAM OF ATLANTA, GEORGIA, AND THE CITY-TO-CITY PROGRAM OF BREA AND YORBA LINDA, CALIFORNIA, ARE ALSO EXAMINED. EACH REPORT DISCUSSES PERSONNEL EQUIPMENT, BENEFITS, PROBLEMS ENCOUNTERED, AND POSSIBLE FUTURE OF THE PROGRAM.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

140. **R. D. ENGLER and S. B. PETINGA. EVALUATION STUDY IN THE AREA OF CONTRACT LAW ENFORCEMENT—A REVIEW OF THE LITERATURE.** NATIONAL SHERIFFS' ASSOCIATION, 1250 CONNECTICUT AVENUE, SUITE 320, WASHINGTON DC 20036; UNIVERSITY CITY SCIENCE CENTER 1717 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 246 p. **NCJ-43337**

A CRITICAL SURVEY IS MADE OF THE LITERATURE ON CONSOLIDATION (DEFINED AS ANY INTERJURISDICTIONAL SHARING OR TRANSFER OF LAW ENFORCEMENT AUTHORITY) AND INTERJURISDICTIONAL CONTRACT ARRANGEMENTS. CONSOLIDATIONIST AND CONTRACTUAL LAW ENFORCEMENT AGREEMENTS HAVE BEEN PROPOSED BY A NUMBER OF REFORM GROUPS AS A POSSIBLE SOLUTION TO THE GROWING CRIME PROBLEM. THESE GROUPS SEE FRAGMENTATION OF LAW ENFORCEMENT AS A MAJOR DIFFICULTY TODAY. THIS SURVEY OF THE LITERATURE EVALUATES THEORETICAL AND ACTUAL ARGUMENTS FOR AND AGAINST SUCH ARRANGEMENTS. METHODS OF CONSOLIDATING OR CONTRACTING, WITH THE PRACTICAL PROBLEMS INVOLVED, ARE REVIEWED. ACTUAL CONSOLIDATION PROGRAMS ARE DESCRIBED, ALONG WITH A DISCUSSION OF BENEFITS AND PROBLEMS. CHECKLISTS GIVE SPECIFICATIONS FOR A LAW ENFORCEMENT CONTRACT AND FOR A CONSOLIDATION AGREEMENT. STATE, COUNTY, AND FEDERAL LAWS AND RELATIONSHIPS ARE CONSIDERED. OF THE SEVERAL PROGRAMS IN THE U.S., ONLY MARION COUNTY, INDIANA, HAS BEEN ABLE TO POINT TO A LOWERED PROPERTY TAX RATE. SOME OTHER PROGRAMS HAVE ACTUALLY INCREASED COSTS, ALTHOUGH THEIR SUPPORTERS POINT TO IMPROVED LAW ENFORCEMENT EFFORTS. APPENDIXES GIVE A SUMMARY OF PROS AND CONS FOR TOTAL, PARTIAL, AND

FUNCTIONAL CONSOLIDATION PLUS VARIOUS CONTRACTING HYPOTHESES. A 29-PAGE BIBLIOGRAPHY IS INCLUDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

141. **D. A. FENNELL and C. THURN. CONTRACT POLICING—AN ATTITUDINAL STUDY OF NORTH DAKOTA GOVERNMENT AND LAW ENFORCEMENT OFFICIALS.** 47 p.

NCJ-16703

THIS STUDY ASSESSED CITY AND COUNTY OFFICIALS' ATTITUDES TOWARD CONTRACT POLICING IN ORDER TO DETERMINE THE FEASIBILITY OF ESTABLISHING SUCH A SYSTEM IN THE STATE. ALL THE MAYORS, POLICE CHIEFS, COUNTY COMMISSIONERS, AND SHERIFFS IN NORTH DAKOTA WERE SURVEYED TO DETERMINE THEIR ATTITUDE TOWARDS THEIR PRESENT LAW ENFORCEMENT SYSTEM AND THE DESIRABILITY OF ESTABLISHING A CONTRACT POLICING SYSTEM BETWEEN THE CITIES AND THE COUNTY SHERIFF. TWO DIFFERENT QUESTIONNAIRES WERE USED. ONE, WITH SIX QUESTIONS WAS SENT TO SHERIFFS AND COUNTY COMMISSIONERS. ANOTHER, WITH 17 QUESTIONS, WAS MAILED TO MAYORS AND POLICE CHIEFS. RESULTS OF THE SURVEY ARE DISCUSSED IN DETAIL. RESPONSES TO INDIVIDUAL QUESTIONS ARE PRESENTED ACCORDING TO THE SIZE OF THE TOWN. EVALUATORS SUGGESTED THAT MOST OF THE INDIVIDUALS RESPONDING NEGATIVELY TO THE QUESTIONNAIRE (ESPECIALLY THE POLICE CHIEFS) FELT THAT A CONTRACT POLICING SYSTEM WOULD THREATEN THEIR PRESTIGE AND POWER. MAYORS, NOT SO DIRECTLY AFFECTED, IN GENERAL RESPONDED MORE FAVORABLY. THE MAYORS, SHERIFFS, POLICE CHIEFS, AND COUNTY COMMISSIONERS WHO HAD CONTRACT POLICING SYSTEMS WERE ALL SATISFIED WITH THEIR SYSTEM. IT WAS SUGGESTED THAT POLICE CHIEFS IN TOWNS WITHOUT CONTRACT POLICING BE USED AS DEPUTY SHERIFFS IN CHARGE OF CONTRACT POLICING IN THEIR TOWN. RECOMMENDATIONS INCLUDED A STATE-INITIATED PROGRAM TO ENCOURAGE TOWNS TO PARTICIPATE IN A CONTRACT LAW ENFORCEMENT PROGRAM AND UTILIZING CONTRACT POLICING ON A TRIAL BASIS IN TOWNS WHERE OFFICIALS WERE UNFAVORABLE TOWARDS IT.

Availability: NCJRS MICROFICHE PROGRAM.

142. **S. L. MEHAY. EVALUATING THE PERFORMANCE OF A GOVERNMENTAL STRUCTURE THE CASE OF CONTRACT LAW ENFORCEMENT.** UNIVERSITY OF CALIFORNIA, LOS ANGELES INSTITUTE OF GOVERNMENT AND PUBLIC AFFAIRS, LOS ANGELES CA 90024. 69 p. 1974.

NCJ-32815

THIS STUDY DESCRIBES EFFORTS TO DEVELOP USEFUL CRITERIA FOR EVALUATING THE RELATIVE PERFORMANCE OF ALTERNATIVE MUNICIPAL SERVICES DELIVERY SYSTEMS: IN THIS CASE, CONTRACT LAW ENFORCEMENT IN LOS ANGELES COUNTY. THE MAIN OBJECTIVE OF THIS STUDY WAS TO DESCRIBE THE GENERAL EVALUATIVE CRITERIA AND TO APPLY THEM SPECIFICALLY TO POLICE SERVICES, BOTH AS AN ILLUSTRATION OF THE METHODOLOGY EMPLOYED AND AS A DEVICE FOR COMPARING THE CONTRACT SYSTEM WITH SELF-PROVISION OF POLICE SERVICES THROUGH A CITY DEPARTMENT. IN THE FIRST SECTION OF THIS REPORT, THE RELEVANT CRITERIA FOR EVALUATING SERVICE DELIVERY THROUGH ALTERNATIVE STRUCTURES ARE PRESENTED AND DISCUSSED ALONG WITH A BRIEF REVIEW OF THE 'EVALUATION' LITERATURE. THE EMPIRICAL INDICATORS NECESSARY FOR ASSESSING THE PERFORMANCE OF CONTRACT LAW ENFORCEMENT ARE THEN PRESENTED. TWO SEPARATE STRATEGIES WERE PURSUED TO DEVELOP THE NECESSARY INFORMATION TO EVALUATE THE MULTIPLE FACETS OF THE CONTRACT STRUCTURE FOR LAW ENFORCEMENT SERVICES. FIRST, DATA WERE COLLECTED ON VARIOUS COMPONENTS OF PERFORMANCE AND CONVENTIONAL STATISTICAL TECHNIQUES WERE EMPLOYED TO ANALYZE THE DATA. SECOND POLICE CHIEFS, CHOSEN FROM INDEPENDENT CITIES IN SOUTHERN CALIFORNIA COUNTIES WHERE COUNTY CONTRACTING IS PREVALENT, WERE INTERVIEWED. THE RESULTS ARE COMPARED WITH THE STATISTICAL RESULTS. FINALLY, SOME TRENDS IN THE CONTRACT LAW ENFORCEMENT PLAN ARE DISCUSSED. (AUTHOR ABSTRACT MODIFIED)

Availability: NCJRS MICROFICHE PROGRAM.

143. **S. L. MEHAY. INTERGOVERNMENTAL CONTRACTING FOR MUNICIPAL POLICE SERVICES—AN EMPIRICAL ANALYSIS.** UNIVERSITY OF WISCONSIN, MADISON WI 53706. *LAND ECONOMICS*, V 55, N 1 (FEBRUARY 1979), P 59-72.

NCJ-60746

MUNICIPAL GOVERNMENTS CAN IMPROVE THEIR EFFICIENCY AND LESSEN THEIR BUDGETARY PROBLEMS BY CONTRACTING FOR PUBLIC SERVICES WITH PRIVATE FIRMS. CONTRACTING FOR PUBLIC SERVICES IS A COMMON PRACTICE FOR SUCH SERVICES AS SANITATION AND STREET MAINTENANCE. INJECTING COMPETITION INTO THE PROVISION OF SERVICES YIELDS IMPORTANT ECONOMIC ADVANTAGES, AS CONTRASTED WITH LOCAL GOVERNMENTAL MONOPOLIES. ALSO, AS ECONOMIES OF SCALE ARE INTRODUCED, CONTRACTING FROM A LARGE-SCALE PROVIDER PERMITS GOVERNMENT OVERSIGHT OF COST-EFFECTIVE OPERATIONS. IN THE LAKEWOOD PLAN OF INTERGOVERNMENTAL CONTRACTING, LOS ANGELES COUNTY HAS CONTRACTED TO PROVIDE POLICE SERVICES TO 30 OTHER MUNICIPALITIES. THE SCALE ECONOMICS OF PRIVATE CONTRACTING MAY BE WEAKER OR ABSENT IN AN INTERGOVERNMENTAL CONTRACT SYSTEM SUCH AS LAKEWOOD, WHICH RELIES ON A COSTLY COUNTY BUREAUCRACY. HOWEVER, THE LAKEWOOD SYSTEM DOES RESULT IN STANDARDIZATION OF ARREST POLICIES AND PATROL POLICIES. DATA ON POLICE SERVICES, ESPECIALLY ON THE RATE OF MAJOR OFFENSES REPORTED, INDICATE THAT CONTRACT CITIES EXPERIENCE A SIGNIFICANTLY HIGHER VIOLENT CRIME RATE THAN DO INDEPENDENT CITIES, AND THAT COST PER OFFICER IS HIGHER IN CONTRACT CITIES. A REGRESSION MODEL FOR POLICE SERVICES REVEALS THAT CONTRACT CITIES HAVE SIGNIFICANTLY LOWER PATROL MANPOWER LEVELS THAN DO INDEPENDENT CITIES. HOWEVER, WITH THE ABSENCE OF A RELIABLE POLICING STANDARD, IT IS DIFFICULT TO DETERMINE WHETHER CONTRACT CITIES ARE 'UNDERPOLICED' OR INDEPENDENT CITIES ARE 'OVERPOLICED'. ALTHOUGH TAX BENEFITS MAY ACCRUE TO CITIES USING CONTRACTING, THE CORRESPONDINGLY HIGHER CRIME RATE MAY MAKE THE CONTRACTING LESS BENEFICIAL. AN APPENDIX, FOOTNOTES, AND REFERENCES ARE PROVIDED.

Availability: INSTITUTE FOR SCIENTIFIC INFORMATION, 325 CHESTNUT STREET, PHILADELPHIA PA 19106.

144. **K. A. MYERS and D. W. TEES. INTERLOCAL COOPERATION—SIX CASE HISTORIES.** UNIVERSITY OF TEXAS AT ARLINGTON RESEARCH AND SERVICE DIVISION INSTITUTE OF URBAN STUDIES, ARLINGTON TX 76019. 112 p. 1978.

NCJ-61548

INTERLOCAL CONTRACTING TO IMPROVE SELECTED SERVICES IN TEXAS AND TO REDUCE ESCALATING GOVERNMENT COSTS ARE EXAMINED IN SIX CASES STUDIES. CASES WERE SELECTED WITH THE ASSISTANCE OF WELL-KNOWN AUTHORITIES ON INTERLOCAL CONTRACTING FROM CITY AND COUNTY GOVERNMENTS IN TEXAS AND FROM SEVERAL ALLIED ORGANIZATIONS. GUIDELINES IN CHOOSING THE CASES WERE APPLICABILITY (AGREEMENTS WITH HIGH TRANSFERABILITY TO OTHER GOVERNMENTS IN TEXAS), AVAILABILITY (AGREEMENTS WITH SUFFICIENT INFORMATION TO BUILD A REASONABLY EXACT CHRONICLE OF WHAT ACTUALLY OCCURRED), CAPABILITY (AGREEMENTS THAT

ANY GOVERNMENT CAN EXECUTE AND ADMINISTER), DIVERSITY (AGREEMENTS THAT REPRESENT COOPERATION AMONG VARIED JURISDICTIONS), INTEREST (AGREEMENTS CONTAINING MEANINGFUL INFORMATION), TIMELINESS (AGREEMENTS REGARDING FUNCTIONS AND SERVICES THAT ARE OF MAJOR CONCERN TO PUBLIC OFFICIALS), AND UNIQUENESS (AGREEMENTS THAT DEMONSTRATE NOVELTY IN THEIR APPROACH TO PROVIDING SERVICES). EACH CASE STUDY ADDRESSES A COMMUNITY PROBLEM WHICH RESULTS IN COOPERATION. IT SHOWS WHAT GOVERNMENT LEADERS HOPED TO ACCOMPLISH BY COOPERATION, HOW THE AGREEMENT WAS STRUCTURED TO CARRY OUT ITS INTENDED PURPOSE, AND WHAT BENEFITS RESULTED TO THE CONTRACTING PARTIES FROM THE AGREEMENT. THE PROGNOSIS FOR CONTINUED COOPERATION IS ALSO GIVEN. CASE STUDIES FOCUS ON EMERGENCY MEDICAL SERVICES, A CONSOLIDATED LAW ENFORCEMENT SERVICE, SHARED COMPUTER SERVICES, COOPERATIVE SOLID WASTE DISPOSAL, A MULTICITY HEAVY EQUIPMENT SHARING PROGRAM, AND COOPERATIVE TAX ADMINISTRATION. CERTAIN INGREDIENTS OF INTERLOCAL CONTRACTING, ESSENTIAL IN SUCCESSFUL COLLABORATION, ARE A COOPERATIVE SPIRIT, SUSTAINED LEADERSHIP, APPROPRIATE ORGANIZATION, REALISTIC GOALS, AND OPEN COMMUNICATION. FIGURES AND TABULAR DATA ARE PROVIDED.

Sponsoring Agency: TEXAS MUNICIPAL LEAGUE, 1020 SOUTHWEST TOWER, AUSTIN TX 78701.

145. **R. ROBINSON and R. H. WARD. PLAINS (GA)—LAW ENFORCEMENT NEEDS ASSESSMENT PHASE 2—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE NATIONAL ISSUES CENTER, 1911 JEFFERSON DAVIS HIGHWAY, ARLINGTON VA 22202. 39 p. 1977. **NCJ-43415**

THIS FOLLOWUP TO AN EARLIER STUDY OF LAW ENFORCEMENT NEEDS IN PLAINS, GA., WAS MADE AT THE REQUEST OF THE MIDDLE FLINT AREA PLANNING AND DEVELOPMENT COMMISSION; IT SPECIFICALLY EXAMINES CONTRACTUAL LAW ENFORCEMENT. PLAINS IS LOCATED IN SUMTER COUNTY, ONE OF EIGHT COUNTIES IN THE MIDDLE FLINT AREA PLANNING AND DEVELOPMENT COMMISSION. IT IS SPARCELY SETTLED WITH 32.1 PERSONS PER SQUARE MILE, COMPARED TO A DENSITY OF 77.95 PER SQUARE MILE FOR THE STATE OF GEORGIA. ONLY THREE COMMUNITIES IN THE REGION HAVE POPULATIONS OVER 2500. OUTWARD MIGRATION IS A PROBLEM, AS IS THE LARGE NUMBER OF BLACK FAMILIES LIVING BELOW THE POVERTY LINE. THE POPULATION HAS A HIGH PROPORTION OF PERSONS UNDER AGE 20 (42.6 PERCENT) AND OVER AGE 60 (15.1 PERCENT). TOURISM HAS SIGNIFICANTLY INCREASED TRAFFIC IN THE AREA BUT HAS HAD LITTLE IMPACT ON CRIME. BECAUSE THE COST OF LAW ENFORCEMENT IS EXPECTED TO INCREASE, IT IS SUGGESTED THAT SUMTER COUNTY CONSIDER A CONTRACTUAL LAW ENFORCEMENT ARRANGEMENT. SUGGESTIONS FOR SUCH A CONTRACT ARE MADE. AN ALTERNATIVE WOULD BE EMPLOYMENT OF OFF-DUTY OFFICERS FROM NEARBY CITIES ON WEEKENDS AND DURING VACATION PERIODS WHEN TOURISTS COME TO SEE PRESIDENT CARTER'S HOME. DEVELOPMENT OF AN AUXILIARY FORCE USING CITIZEN VOLUNTEERS SHOULD ALSO BE CONSIDERED. MONEY COULD BE SAVED BY NOT PROVIDING 24-HOUR DISPATCHING SERVICE BUT BY INSTALLING A SWITCHING DEVICE TO PROVIDE DISPATCHING FROM THE SHERIFF'S OFFICE DURING EVENING HOURS. RECORDS ON TOURISM AND INCIDENTS SHOULD BE MAINTAINED TO HELP PLAN FUTURE LAW ENFORCEMENT NEEDS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

146. **W. A. SINCLAIR. INTER GOVERNMENTAL CONTRACTING FOR POLICE PATROL IN MICHIGAN—AN ECONOMIC ANALYSIS.** 312 p. 1975. **NCJ-32856**

THE FOCUS ON THIS DOCTORAL DISSERTATION IS CONTRACTING FOR PATROL SERVICE BETWEEN OFFICIALS OF LOCAL COMMUNITIES IN RURAL AREAS AND THEIR RESPECTIVE COUNTY SHERIFF. A STRUCTURE AND CONDUCT/PERFORMANCE MARKETING MODEL IS USED TO ANALYZE THE CONTRACTING OPERATIONS OF ELEVEN MICHIGAN SHERIFFS. THE CRITICAL STRUCTURAL VARIABLE USED WAS THE FUNDING RELATIONSHIP BETWEEN EACH SHERIFF AND HIS COUNTY COMMISSIONERS RELATIVE TO THE SHERIFF'S DESIRE TO EXPAND HIS PATROL DIVISION. THE CONDUCT-PERFORMANCE VARIABLES USED WERE COST PER PATROL HOUR, REPORTING TO LOCAL OFFICIALS, DIVISIBILITY OF PATROL SERVICE SOLD, ACTIVITIES PERFORMED BY CONTRACTED PATROLS, ROTATED VERSUS PERMANENTLY STATIONED DEPUTIES, REVENUE FROM LIQUOR INSPECTION, AMOUNT OF TIME SPENT OUTSIDE CONTRACTING COMMUNITY, AND RESPONSE TIME. STUDY RESULTS INDICATED THAT SHERIFFS WHO WANTED TO EXPAND THEIR PATROL DIVISION AND WHO HAD MET OR ANTICIPATED MEETING DIFFICULTIES WERE MORE INCLINED TO CONTRACT WITH LOCAL COMMUNITIES AND MEET THE CONDUCT PERFORMANCE OBJECTIVES OF LOCAL OFFICIALS THAN SHERIFFS WHO FELT LITTLE NEED TO EXPLAIN THEIR PATROL DIVISION AND WERE ABLE TO OBTAIN CURRENT AND ANTICIPATED PATROL FUNDING. IT WAS ALSO FOUND THAT NOT ALL SHERIFFS PROVIDED THE SAME SET OF CONDUCT/PERFORMANCE CHARACTERISTICS TO CONTRACTING LOCAL COMMUNITIES; THAT TEN OUT OF THE ELEVEN SHERIFFS PRICED THEIR CONTRACT AT LESS THAN VARIABLE COSTS (THE BALANCE BEING MADE UP BY THE COUNTY GENERAL FUND); AND THAT THE SHERIFF WAS CAPABLE OF INFLUENCING THE LOCAL OFFICIAL'S DECISION TO CONTRACT WITH HIM THROUGH HIS REAL ALLOCATION OF NON-CONTRACT PATROLS. A BIBLIOGRAPHY IS INCLUDED. (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: MICHIGAN STATE UNIVERSITY—DISSERTATION.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

147. **G. J. SKOIEN and M. VERNICK. EVALUATION OF POLICE CONTRACTING—A CASE STUDY OF THE VILLAGE OF DEXTER (MI).** UNIVERSITY OF MICHIGAN INSTITUTE OF PUBLIC POLICY STUDIES, 1516 RACKHAM BUILDING, ANN ARBOR MI 48109. 111 p. 1977. **NCJ-45039**

THE DECISION BY THE VILLAGE OF DEXTER, MICH., TO REPLACE ITS OWN POLICE DEPARTMENT WITH A CONTRACT FOR POLICE SERVICES FROM THE COUNTY SHERIFF'S OFFICE IS EVALUATED IN TERMS OF COST AND PERFORMANCE LEVELS. AN OVERVIEW AND HISTORY OF DEXTER PROVIDE A PERSPECTIVE ON THE POLITICAL FACTORS THAT MOTIVATED THE VILLAGE TO TAKE ADVANTAGE OF AN OFFER BY THE WASHTENAW COUNTY SHERIFF'S DEPARTMENT TO CONTRACT FOR PROVISION OF POLICE SERVICES TO COMMUNITITES WITHIN ITS JURISDICTION. TO EVALUATE THE DECISION, A SURVEY WAS TAKEN TO DETERMINE CITIZEN SATISFACTION WITH POLICE SERVICES BEFORE AND AFTER THE CONTRACTING, AS WELL AS THE RELATIVE VALUE PLACED ON VARIOUS POLICE ACTIVITIES BY CITIZENS. POLICE ACTIVITY DATA AND SURVEY FINDINGS WERE USED TO DEVELOP QUANTITATIVE MEASURES OF PERFORMANCE. PERFORMANCE LEVELS BEFORE AND AFTER CONTRACTING WERE DETERMINED AND COMPARED TO OPERATING COSTS. CITIZEN OPINION DATA WERE USED TO IDENTIFY NONQUANTIFIABLE COSTS AND BEFEFITS ASSOCIATED WITH EACH FORM OF POLICE SERVICE. IT WAS CONCLUDED THAT DEXTER'S DECISION TO CONTRACT WAS ADVANTAGEOUS IN TERMS OF BOTH COST AND QUALITY OF PERFORMANCE. IMPLICATIONS OF THE FINDINGS FOR POLICE CONTRACTING IN OTHER COMMUNITIES ARE DISCUSSED,

AND RECOMMENDATIONS ARE OFFERED. SUPPORTING DATA ARE INCLUDED. (AUTHOR ABSTRACT MODIFIED)

Availability: UNIVERSITY OF MICHIGAN INSTITUTE OF PUBLIC POLICY STUDIES, 1516 RACKHAM BUILDING, ANN ARBOR MI 48109; NCJRS MICROFICHE PROGRAM.

148. **D. W. TEES and J. G. STANFORD. HANDBOOK FOR INTERLOCAL CONTRACTING IN TEXAS.** UNIVERSITY OF TEXAS AT ARLINGTON RESEARCH AND SERVICE DIVISION INSTITUTE OF URBAN STUDIES, ARLINGTON TX 76019. 244 p. 1972. **NCJ-61547**

EXISTING PRACTICES AND PROCEDURES FOR INTERLOCAL GOVERNMENT CONTRACTING IN TEXAS, RELATED LEGAL AND PROCEDURAL ISSUES, AND EXAMPLES OF AGREEMENTS IN A VARIETY OF LOCAL GOVERNMENT SERVICES ARE DISCUSSED. COOPERATION BETWEEN UNITS OF LOCAL GOVERNMENT THROUGH AGREEMENTS AND SERVICE CONTRACTS IS VIEWED BY CITY AND COUNTY OFFICIALS AS AN IMPORTANT MEANS FOR IMPROVING GOVERNMENT PERFORMANCE. INTERLOCAL COOPERATION IN TEXAS RECEIVED A MAJOR BOOST IN 1971 WHEN THE 62ND TEXAS LEGISLATURE ENACTED A GENERAL ENABLING ACT WHICH PROVIDES BLANKET AUTHORITY FOR THE INITIATION OF AGREEMENTS FOR ACTIVITIES THAT EACH PARTICIPATING GOVERNMENT IS AUTHORIZED TO CONDUCT ALONE. THIS HANDBOOK, DESIGNED TO PROVIDE GENERAL INFORMATION ON INTERLOCAL CONTRACTING AND TO SERVE AS A PRACTICAL GUIDE FOR THE PLANNING, NEGOTIATION, AND EXECUTION OF AGREEMENTS, WAS BASED ON A 60-PERCENT RESPONSE TO A QUESTIONNAIRE SENT TO GOVERNMENTAL UNITS THROUGHOUT TEXAS TO DETERMINE THEIR CURRENT CONTRACTUAL ARRANGEMENTS AND PROBABLE FUTURE NEEDS. ESSENTIAL CONTRACT PROVISIONS INCLUDE THE NATURE OF THE ARRANGEMENT, WORK TO BE PERFORMED, LIMITATIONS, FINANCING, ADMINISTRATION, FISCAL PROCEDURES, PERSONNEL MATTERS, PROPERTY ARRANGEMENTS, DURATION, TERMINATION, AND AMENDMENT. STEPS RECOMMENDED FOR NEGOTIATING AN INTERLOCAL CONTRACT ARE DESCRIBED. EXAMPLES OF INTERLOCAL GOVERNMENT CONTRACTS DEAL WITH THE GENERAL AREAS OF ENVIRONMENTAL QUALITY; PUBLIC SAFETY; HEALTH, HOSPITAL, AND AMBULANCE SERVICES; PARKS AND RECREATION FACILITIES; LIBRARY SERVICES; PUBLIC HOUSING; AND ADMINISTRATIVE AND MANAGEMENT SERVICES. FOOTNOTES AND CHARTS ARE INCLUDED. APPENDIXES CONTAIN A SUMMARY OF STATE LAWS AUTHORIZING INTERLOCAL COOPERATION AND AN ARTICLE FROM THE INTERLOCAL COOPERATION ACT.

Sponsoring Agency: TEXAS COMMUNITY SERVICE AND CONTINUING EDUCATION PROGRAM.

149. **UNIVERSITY OF OREGON; LEAGUE OF OREGON CITIES. CONTRACTING FOR POLICE SERVICES IN OREGON—ALTERNATIVE APPROACHES—SURVEY AND CASE STUDIES, 1975.** 66 p. 1975. **NCJ-32535**

INFORMATION FOR LOCAL OFFICIALS TO DEVELOP THEIR OWN APPROACHES FOR ENTERING INTO JOINT AND COOPERATIVE ARRANGEMENTS TO ENHANCE EFFICIENCY AND EFFECTIVENESS. DISCUSSED ARE THE SCOPE AND NATURE OF POLICE SERVICES IN SMALL CITIES, LEGAL ASPECTS OF CITY-COUNTY POLICE CONTRACTING, POLICE SERVICE CONTRACTING IN OREGON, AND ALTERNATIVE APPROACHES TO LAW ENFORCEMENT IN SMALL CITIES.

Availability: NCJRS MICROFICHE PROGRAM.

150. **L. R. WALTON. HUBBARD AND VIENNA TOWNSHIPS, TRUMBULL COUNTY (OH) POLICE SERVICE ALTERNATIVES ANALYSIS.** WESTINGHOUSE JUSTICE INSTITUTE. 16 p. 1976. **NCJ-34647**

A REPORT PREPARED FOR HUBBARD TOWNSHIP, WHOSE CONTRACT LAW ENFORCEMENT SERVES 10,000 PERSONS ON 21 SQUARE MILES, AND FOR VIENNA TOWNSHIP, WHOSE 4,500 PERSONS ON 25 SQUARE MILES ARE SERVED BY THREE PART-TIME CONSTABLES. THE REPORT IS DATED MAY, 1976. VARIOUS ALTERNATIVES FOR THE PROVISION OF POLICE SERVICE ARE DISCUSSED, INCLUDING CONTRACT LAW ENFORCEMENT, CONSOLIDATION, AND THE ESTABLISHMENT OF INDEPENDENT POLICE FORCES. RECOMMENDATIONS ARE MADE FOR INITIATING OR EXPANDING CONTRACT SERVICE AND FOR CONSOLIDATING. THE CHOICE DEPENDS ON THE COMMUNITIES' DESIRES FOR HOME RULE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

151. **S. E. WILKES JR and D. W. TEES. PRACTITIONER'S GUIDE TO INTERLOCAL COOPERATION WITH CONTRACT FORMS.** UNIVERSITY OF TEXAS AT ARLINGTON RESEARCH AND SERVICE DIVISION INSTITUTE OF URBAN STUDIES, ARLINGTON TX 76019. 90 p. 1975. **NCJ-61549**

THE EXTENT OF INTERLOCAL GOVERNMENTAL CONTRACTING IN TEXAS, THE AUTHORITY OF SUCH COOPERATION, AND THE BENEFITS TO BE DERIVED FROM IT ARE DISCUSSED. IN OCTOBER 1975 A SECOND SURVEY OF INTERLOCAL CONTRACTING PRACTICES IN TEXAS WAS CONDUCTED (THE FIRST SURVEY WAS CONDUCTED IN 1972, RESULTING IN A 'HANDBOOK FOR INTERLOCAL CONTRACTING IN TEXAS'). QUESTIONNAIRES WERE SENT TO EVERY MUNICIPALITY AND COUNTY IN THE STATE, AS WELL AS TO ALL COUNCILS OF GOVERNMENTS AND CERTAIN SPECIAL DISTRICTS, REQUESTING INFORMATION ON THE TYPES OF SERVICES CONTRACTED, FORM, FREQUENCY OF SERVICE, AND DURATION OF AGREEMENT. ALTHOUGH RESULTS SHOW THAT CONTRACTING BY RESPONDING CITIES HAS INCREASED FROM 55 PERCENT IN 1972 TO 70 PERCENT IN 1975, THE INTERLOCAL CONTRACTING DEVICE IS UNDERUSED BY MANY GOVERNMENT SERVICES THAT COULD BENEFIT FROM SUCH CONTRACTING. THE LACK OF PERCEIVED BENEFIT IS A MAJOR OBSTACLE TO MORE EXTENSIVE INTERLOCAL CONTRACTING. THROUGH THE GENERAL AUTHORITY OF THE STATE'S INTERLOCAL COOPERATION ACT AND OTHER ENABLING LAWS, THE OPPORTUNITY EXISTS FOR COUNTY AND LOCAL GOVERNMENTS TO CUT COSTS AND IMPROVE SERVICES IN THOSE FUNCTIONS WHICH ARE SUITABLE FOR COOPERATIVE ARRANGEMENTS. MAJOR FUNCTIONAL AREAS OF LOCAL GOVERNMENT WHERE INTERLOCAL CONTRACTING CAN BE EFFECTIVE ARE LAW ENFORCEMENT, FIRE PROTECTION, WATER RESOURCE, SEWAGE TREATMENT AND DISPOSAL, SOLID WASTE, PARKS AND RECREATION, HEALTH AND WELFARE, LIBRARIES, CODE ENFORCEMENT, AND TAX ASSESSMENT AND COLLECTION. TABLES AND FOOTNOTES ARE INCLUDED. THE APPENDIXES CONTAIN TABLES OF SURVEY DATA, A SUMMARY OF TEXAS LAWS, AND SELECTED FORMS THAT CAN BE USED IN INTERLOCAL COOPERATION.

Sponsoring Agency: TEXAS COMMUNITY SERVICE AND CONTINUING EDUCATION PROGRAM.

Mutual Aid

152. **ARTHUR YOUNG AND COMPANY. DEVELOPMENT OF A BERKELEY-ALAMEDA COUNTY DISORDER AND RIOT CONTROL ACTION PLAN, FINAL REPORT.** 71 p. 1971. **NCJ-07115**

PROBLEMS ENCOUNTERED BY POLICE DURING PAST DISORDERS AND PROPOSED SOLUTIONS, EQUIPMENT PURCHASE RECOMMENDATIONS, CIVIL PROSECUTIONS OF RIOTERS, RIOT COMMITTEE FORMATION. IN ADDITION TO THESE PROPOSALS FOR IMMEDIATE ACTION, LONG RANGE PROJECTS ARE OUTLINED FOR FURTHER STUDY. THE DEVELOPMENT OF IMPROVED INTELLIGENCE METHODS, AN ALAMEDA COUNTY MUTUAL ASSISTANCE PLAN, AND UNIFORM REPORTING PROCEDURES RECEIVED THE HIGHEST PRIORITY. THESE PROJECT AREAS WOULD ENHANCE INTER-AGENCY OPERATIONS THROUGH COOPERATIVE PROBLEM RESOLUTION. IN ADDITION, PROJECTS ARE TIMELY, SINCE INTER-AGENCY PROBLEM RESOLUTION CAN BE COORDINATED WITH CURRENT ACTIVITIES TO IMPROVE CALIFORNIA'S LAW ENFORCEMENT MUTUAL AID PLAN. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: BERKELEY POLICE DEPARTMENT, 2171 MCKINLEY AVENUE, BERKELEY CA 94703.

153. **J. M. BAINES. MUTUAL AID PLANNING—A MANUAL DESIGNED TO ASSIST IN THE DEVELOPMENT OF LAW ENFORCEMENT MUTUAL AID SYSTEMS.** NATIONAL SHERIFFS' ASSOCIATION, 1250 CONNECTICUT AVENUE, SUITE 320, WASHINGTON DC 20036. 112 p. 1973. **NCJ-11431**

RESULTS OF A NATIONWIDE STUDY OF THE EXCHANGE OF PERSONNEL, SERVICES, AND/OR EQUIPMENT BETWEEN LAW ENFORCEMENT AGENCIES DURING TIMES OF EMERGENCY. THE MANUAL PRESENTS FINDINGS BASED ON STATUTORY RESEARCH, A NATIONAL SURVEY QUESTIONNAIRE, AND INTERVIEWS AND CASE STUDIES OF ACTUAL MUTUAL AID OPERATIONS. THE STUDY FOCUSES ON FOUR STATES—CALIFORNIA, IOWA, MICHIGAN, AND LOUISIANA. AN ANALYSIS IS MADE OF EXISTING MUTUAL AID COMPACTS, AGREEMENTS, AND RESOLUTIONS, ALONG WITH AN ASSESSMENT OF HOW THESE COMPACTS HAVE OPERATED DURING EMERGENCY SITUATIONS. RECOMMENDATIONS ARE PRESENTED FOR THE IMPROVEMENT OF EXISTING MUTUAL AID SYSTEMS AND FOR THE ESTABLISHMENT OF SUCH SYSTEMS (BOTH STATE AND INTERLOCAL) WHERE NONE PRESENTLY EXIST. MODEL INTERLOCAL AND STATE-WIDE MUTUAL AID PLANS ARE DESCRIBED ALONG WITH THE NECESSARY LEGISLATIVE AND OPERATIONAL GUIDELINES. THE RESEARCH INDICATES THAT THERE ARE SEVERAL MAJOR PROBLEM AREAS. SINCE MOST MUTUAL AID OPERATIONS ARE NOT SUPPORTED BY FORMAL WRITTEN AGREEMENTS OR COMPACTS, QUESTIONS OF COMMAND CONTROL, LIABILITY, AND EXTRAORDINARY COSTS ARE USUALLY UNRESOLVED. THE STUDY ALSO SHOWS THAT WHILE ADVANCE OPERATIONAL PLANNING OFTEN EXISTS TO DEAL WITH RIOTS AND CIVIL DISORDERS, THERE IS MUCH LESS CONTINGENCY PLANNING FOR OTHER EVENTS INVOLVING LARGE CROWDS. SPECIFIC RECOMMENDATIONS ARE ADVANCED TO COPE WITH THESE PROBLEM AREAS. THE CONCLUDING CHAPTER, APPENDICES, AND BIBLIOGRAPHY CONTAIN THE CORE OF THE RECOMMENDATIONS AND REFERENCES. THIS MANUAL SHOULD BE OF SPECIAL INTEREST TO THOSE INVOLVED IN LAW ENFORCEMENT PLANNING. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

154. **C. M. KELLY. RECIPROCAL COMPACT.** FAIRFAX SENTINEL, OSC, 1616 SOLDIERS FIELD ROAD, BOSTON MA 02135. *FAIRFAX SENTINEL (FALL 1976),* P 12-13, 15-17. **NCJ-39612**

MUTUAL AID AND COOPERATION BETWEEN LOCAL, STATE, AND FEDERAL LAW ENFORCEMENT AGENCIES IS BENEFICIAL TO ALL AND LEADS TO GREATER POLICE EFFICIENCY, AS EVIDENCED BY THE RELATIONSHIP BETWEEN FAIRFAX COUNTY POLICE AND THE FBI. THE FORMER DIRECTOR OF THE FEDERAL BUREAU OF INVESTIGATION EXTOLS THE VIRTUES OF POLICE AGENCY COOPERATION AND CITES EXAMPLES IN WHICH THIS COOPERATION HAS PRODUCED PRODUCTIVE RESULTS.

155. **G. KIRKLAND and G. J. FELDMAN. MISSISSIPPI LAW ENFORCEMENT MUTUAL AID PLAN.** MISSISSIPPI DIVISION OF LAW ENFORCEMENT ASSISTANCE. 14 p. **NCJ-10942**

PLAN TO FACILITATE THE MOBILIZATION, ORGANIZATION, AND OPERATIONS OF STATE LAW ENFORCEMENT RESOURCES DURING NATURAL DISASTERS AND CIVIL DISORDERS. BASIC POLICIES ARE OUTLINED AND ASPECTS OF ORGANIZATION AND OPERATIONS ARE CONSIDERED AT THE STATE AND LOCAL LEVEL.

MUTUAL AID

156. **W. KRANIG and K. L. YUDOWITCH. MUTUAL AID IN LAW ENFORCEMENT.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *POLICE CHIEF,* V 37, N 6 (JUNE 1970), P 64-68.
NCJ-02941

GUIDELINES ARE PRESENTED FOR A WORKABLE PLAN FOR LARGE-SCALE POLICE ACTION AS RIOTS OR DISASTERS IN WHICH INTERAGENCY PLANNED MUTUAL AID IS A NECESSITY. THE CALIFORNIA LAW ENFORCEMENT MUTUAL AID PLAN IS CITED AS A MODEL FOR RAPID AND COORDINATED POLICE MOBILIZATION DURING TIMES OF EMERGENCY.

157. **W. A. KRANIG. MUTUAL AID TO PREPARE FOR DISASTERS—CALIFORNIA'S STATE PLAN.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *POLICE CHIEF,* V 36, N 5 (MAY 1969), P 12-13 & 16-17. **NCJ-03137**

DESCRIPTION OF THE COOPERATIVE OPERATIONS PLAN INCLUDES THE FUNCTIONS OF THE LAW ENFORCEMENT DIVISION AND THE CHANNEL OF AUTHORITY. CALIFORNIA IS DIVIDED INTO SIX MUTUAL AID REGIONS. THE REGIONAL LAW ENFORCEMENT COORDINATOR IS ELECTED FROM DEPARTMENTS OR AGENCIES OF LAW ENFORCEMENT IN THE REGION. WHEN EMERGENCIES ARISE, HE CAN DRAW UPON THE RESOURCES FROM ALL COUNTIES OF HIS REGION. IF THIS SUPPORT IS NOT SUFFICIENT, HE CAN TURN TO THE STATE LAW ENFORCEMENT COORDINATOR.

158. **J. P. MCIVER. EFFECT OF STATE LAWS ON MUNICIPAL POLICE DEPARTMENTS MUTUAL AID IN METROPOLITAN AREAS—POLICE SERVICES STUDY—TECHNICAL REPORT—DRAFT.** INDIANA UNIVERSITY WORKSHOP IN POLITICAL THEORY AND POLICY ANALYSIS, MORGAN HALL 121, BLOOMINGTON IN 47401. 51 p. 1977. **NCJ-45671**

DATA FROM A SURVEY OF POLICE AGENCIES IN 80 STANDARD METROPOLITAN STATISTICAL AREAS ARE EXAMINED IN A STUDY OF THE EFFECT OF STATE LAWS ON INTERJURISDICTIONAL COOPERATION. TWO COMPETING SCHOOLS OF THOUGHT ON THE EFFECTS THAT STATE LAWS MAY HAVE ON COOPERATION AMONG POLICE AGENCIES ARE OUTLINED. THE STATUS OF STATE LEGISLATION REGARDING POLICE EMERGENCY ASSISTANCE IS EXAMINED. SURVEY DATA ARE USED TO EVALUATE THE COMPETING HYPOTHESES ON THE EFFECTS OF STATE LAWS, AND IMPLICATIONS OF THE FINDINGS FOR IMPROVING COOPERATION AMONG POLICE AGENCIES ARE CONSIDERED. THE DATA SUGGEST THAT STATE AUTHORIZATION IS NOT A NECESSARY CONDITION FOR INTERGOVERNMENTAL ACTIVITIES. LOCAL COOPERATIVE ORGANIZATIONS, RATHER THAN STATE LAWS, APPEAR TO PLAY THE PREDOMINANT ROLE IN MUTUAL AID ACTIVITIES. STATE LAWS DO AFFECT LOCAL COOPERATION AND, THEREFORE, HAVE AN INDIRECT EFFECT ON INTERJURISDICTIONAL ASSISTANCE BY POLICE AGENCIES. RELATIONSHIPS AMONG THE THREE MAJOR VARIABLES—STATE LAW, LOCAL ORGANIZATION, AND MUTUAL AID—ARE MODIFIED BY FACTORS IN THE ENVIRONMENT, I.E., BY THE STRUCTURE OF THE METROPOLITAN POLICE INDUSTRY AND BY THE SERVICE CONDITIONS THAT EACH AGENCY FACES. SUPPORTING DATA AND A BIBLIOGRAPHY ARE INCLUDED. (AUTHOR ABSTRACT MODIFIED)

Availability: NCJRS MICROFICHE PROGRAM.

159. **D. WENGER. RELUCTANT ARMY, THE FUNCTIONING OF POLICE DEPARTMENTS DURING CIVIL DISTURBANCES.** SAGE PUBLICATIONS, INC, 275 SOUTH BEVERLY DRIVE, BEVERLY HILLS CA 90212. *AMERICAN BEHAVIORAL SCIENTIST,* V 16, N 3 (JANUARY/ FEBRUARY 1973), P 326-342.
NCJ-09399

BASIC CHANGES IN THE ORGANIZATIONAL STRUCTURE OF POLICE DEPARTMENTS WHICH OCCUR DURING CIVIL DISTURBANCES AND PROBLEMS AND CONFLICTS PRODUCED BY THESE ALTERATIONS. THE NORMAL OPERATIONS OF THE TYPICAL POLICE DEPARTMENT ARE DESCRIBED AS INVOLVING THREE CRUCIAL ELEMENTS; AUTONOMOUS INDEPENDENT ACTION BY OPERATIONS PERSONNEL, THE EXPECTATION THAT MINIMUM FORCE WILL BE UTILIZED IN ARREST SITUATIONS, AND TRAINING AND EXPERIENCE IN INDIVIDUAL AND SMALL GROUP CONFRONTATIONS. CIVIL DISTURBANCES REQUIRE POLICE DEPARTMENTS TO ADOPT A MILITARY MODEL, CREATING STRESSES WITHIN THE ORGANIZATION AND IN RELATION WITH OTHER AGENCIES. FOR EXAMPLE, THE INDIVIDUAL OFFICER IS FACED WITH CONFLICT BETWEEN HIS NORMAL AUTONOMOUS ROLE AND THE REQUIREMENT TO STRICTLY FOLLOW UNIT DIRECTIVES DURING RIOTS. CONFLICTS OVER AUTHORITY ARISE WITH FIRE DEPARTMENTS AND NATIONAL GUARD UNITS. CHANGES IN THE SOCIAL CONTROL ACTIVITIES OF THE POLICE DEPARTMENT ARE PRODUCED BY ADHERENCE TO THE MILITARY MODEL. MANY OF THE PROBLEMS EXPERIENCED BY POLICE DURING DISTURBANCES STEM FROM ORGANIZATIONAL ALTERATIONS.

Sponsoring Agency: US DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE NATIONAL INSTITUTE OF MENTAL HEALTH, 5600 FISHERS LANE, ROCKVILLE, MD 20852.

Other Approaches

160. **M. K. DAAKE. NEBRASKA—THE STATEWIDE INTERAGENCY EXCHANGE OF POLICE SERVICES—AN EVALUATION.** 25 p. 1976. **NCJ-41319**

THE PURPOSE OF THIS REPORT IS TO PRESENT AN ASSESSMENT OF NEBRASKA'S STATEWIDE INTERAGENCY EXCHANGE OF POLICE SERVICES (EXCHANGE) THROUGH THE OPINIONS OF THE MEMBER AGENCIES' CHIEFS AND SHERIFFS AND THE EXCHANGE OFFICERS. THIS WAS DONE RATHER THAN AN EVALUATION OF CASE DISPOSITIONS BECAUSE NOT ENOUGH INFORMATION IS AVAILABLE ABOUT THE FINAL DISPOSITION OF CASES TO MAKE THAT TYPE OF ANALYSIS POSSIBLE. THE MAJOR DATA SOURCES USED IN THIS EVALUATION WERE: 1) INFORMATION FROM THE CASE FILES OF THE EXCHANGE; 2) QUESTIONNAIRES MAILED TO THE CHIEFS AND SHERIFFS OF MEMBER AGENCIES; 3) QUESTIONNAIRES DISTRIBUTED TO EXCHANGE OFFICERS; AND 4) INTERVIEWS WITH THE EXCHANGE'S DIRECTOR AND THE MEMBERS OF THE BOARD OF DIRECTORS. THE REMAINDER OF THIS REPORT PROVIDES A PROGRAM DESCRIPTION, A DESCRIPTION OF CASES, ANALYSIS OF THE ATTITUDES OF MEMBER AGENCY AND EXCHANGE OFFICERS, AND CONCLUSIONS AND RECOMMENDATIONS FOR THE PROGRAM. (AUTHOR ABSTRACT MODIFIED)

161. **G. D. EASTMAN and S. G. CHAPMAN. SHORT OF MERGER—COUNTYWIDE POLICE RESOURCE POOLING.** 172 p. 1976. **NCJ-38292**

THIS BOOK IS A CASE STUDY OF THE RESEARCH EFFORTS, FINDINGS, EVALUATIONS AND RECOMMENDATIONS OF A STUDY OF SNOHOMISH COUNTY, WASHINGTON, LAW ENFORCEMENT AGENCIES. IN 1970, SNOHOMISH COUNTY, WASHINGTON, SECURED FUNDS FOR A COMPREHENSIVE STUDY OF ITS LAW ENFORCEMENT AGENCIES AND ANALYSIS OF THE NEED FOR CERTAIN COORDINATION AND CONSOLIDATION OF THOSE AGENCIES' SERVICES. AT THAT TIME, SNOHOMISH COUNTY INCLUDED SOME 2050 SQUARE MILES, A POPULATION OF MORE THAN 250,000 PERSONS, AND 19 INDIVIDUAL JURISDICTIONS (18 MUNICIPALITIES AND THE COUNTY ITSELF) WITH SIMILAR OR COMMON CRIME PROBLEMS RECOGNIZED AS NOT SUSCEPTIBLE TO SOLUTION WITHOUT A JOINING OF RESOURCES. THIS BOOK PROVIDES GUIDES TO COORDINATION AND TO COOPERATIVE EFFORT OF LOCAL LAW ENFORCEMENT SERVICES, SHORT OF MERGER. USING A TASK FORCE CONFERENCE MECHANISM (WHICH TOOK INTO CONSIDERATION COMMUNITY, POLITICAL, SOCIAL, AND TECHNICAL CONCERNS) THE FOLLOWING AREAS WERE ANALYZED: THE SERVICES PROVIDED BY COUNTY SHERIFF'S OFFICE; THE POLICE SERVICES IN THE FIELD; PERSONNEL MANAGEMENT; RECORDS AND COMMUNICATIONS; REVENUES AND EXPENDITURES; AND OTHER CONCERNS SUCH AS CITIZEN REACTION TO POLICE SERVICES. IT IS RECOMMENDED THAT A CENTER BE CREATED TO PROVIDE SUPERIOR STAFF AND AUXILIARY SERVICES, OF KINDS APPROPRIATE TO LOCAL NEEDS, TO ALL POLICE AGENCIES IN THE COUNTY. THIS CENTER FOR POLICE STAFF AND AUXILIARY SERVICES WOULD BE ESTABLISHED UNDER PROVISIONS OF THE STATE OF WASHINGTON INDEX-LOCAL COOPERATION ACT (ICA), WHICH PERMITS TWO OR MORE PUBLIC AGENCIES TO FORMALLY ENTER INTO AGREEMENTS WITH ONE ANOTHER TO JOINTLY PROVIDE SERVICES AND FACILITIES IN SUCH A WAY AS TO BE MUTUALLY ADVANTAGEOUS. THE ORGANIZATION AND MANAGEMENT OF THIS CENTER ARE THEN DEFINED WITH THE FUNCTIONAL RESPONSIBILITIES AND STAFF SUGGESTIONS SET OUT. STAFF AND AUXILIARY SERVICES, ESPECIALLY TRAINING AND COMMUNICATIONS, ARE DISCUSSED SEPARATELY. FEATURED IS THE CONCEPT OF A PERSONNEL POOL TO COVER TEMPORARY MANPOWER SHORTAGES CAUSED BY TRAINING REQUIREMENTS, ILLNESS, AND ANNUAL LEAVE. A STEP-BY-STEP IMPLEMENTATION PLAN IS ALSO DETAILED. IN ADDITION, SPECIFIC ANCILLARY PROPOSALS REGARDING FINANCIAL MATTERS AND FUNDING PROPOSALS OF A WIDELY VARYING NATURE ARE EXAMINED. ALTHOUGH A POLICE SERVICES CENTER IS RECOMMENDED FOR THE IMMEDIATE FUTURE, FOR THE LONG VIEW IT IS PROPOSED THAT THREE NEW ELEMENTS OF COUNTY GOVERNMENT BE ESTABLISHED WHICH, IN COMBINATION, WOULD ASSUME ALL FUNCTIONS OF THE SHERIFF'S OFFICE AS WELL AS THOSE OF THE CENTER. THE THREE AGENCIES PROPOSED ARE A COUNTY OFFICE OF COURT SERVICES, A COUNTY DEPARTMENT OF CORRECTIONS, AND A COUNTY POLICE DEPARTMENT. THE LAST CHAPTER PRESENTS A SUMMARY OF ACTION TAKEN BY COUNTY AND LOCAL OFFICIALS ON THESE AND OTHER RECOMMENDATIONS IN THE FIVE YEARS FOLLOWING THE STUDY.

Availability: D C HEATH AND COMPANY, 125 SPRING STREET, LEXINGTON MA 02173.

162. **ERIE COUNTY, NEW YORK, 13 WEST EAGLE STREET, BUFFALO NY 14202. ERIE COUNTY (NY)—DEPARTMENT OF CENTRAL POLICE SERVICES—STAFF REPORT, 1978.** 134 p. 1978. **NCJ-48040**

THE BACKGROUND, DEVELOPMENT, AND FUNCTIONS OF AN ORGANIZATION DESIGNED TO PROVIDE CENTRALIZED SUPPORT SERVICES FOR LOCAL POLICE AGENCIES IN ERIE COUNTY, N.Y., ARE DESCRIBED. THE LAW CREATING THE ERIE COUNTY DEPARTMENT OF CENTRAL POLICE SERVICES WAS SIGNED INTO EFFECT IN AUGUST 1972. THE AGENCY, WHICH PROVIDES SUPPORT IN THE AREAS OF LAW ENFORCEMENT INFORMATION AND RECORDS, COMMUNICATIONS, TRAINING, AND LABORATORY FUNCTIONS, RECEIVES FINANCIAL SUPPORT BOTH FROM THE COUNTY'S TAX BASE AND FROM AVAILABLE FEDERAL GRANT PROGRAMS. OVERVIEWS, OF THE HISTORY OF CENTRALIZED POLICE SUPPORT SERVICES IN GENERAL AND OF THE ENVIRONMENT IN WHICH THE ERIE COUNTY AGENCY EVOLVED AND FUNCTIONS ARE PRESENTED. THE PLANNING AND IMPLEMENTATION OF THE AGENCY ARE DOCUMENTED, AND THE HISTORY AND FUNCTIONS OF EACH DIVISION—INFORMATION, COMMUNICATIONS, TRAINING, FORENSIC LABORATORY, AND ADMINISTRATION—ARE DESCRIBED AND ASSESSED. DETAILS OF THE AGENCY'S EMPIRE (ERIE MUNICIPAL POLICE INFORMATION RETRIEVAL ENHANCEMENT) SYSTEM—A COMPUTERIZED LAW ENFORCEMENT INFORMATION NETWORK—ARE PROVIDED. THE AGENCY'S CIVILIAN-STAFFED EMERGENCY CONTROL CENTER IS DESCRIBED, AS ARE THE COUNTY'S RADIO NETWORK, TRAINING CURRICULUM, AND FORENSIC LABORATORY SYSTEM. PLANS FOR ADDITIONAL SUPPORT SERVICES ARE NOTED. AN ORGANIZATIONAL CHART AND A BIBLIOGRAPHY ARE PROVIDED.

Availability: NCJRS MICROFICHE PROGRAM.

163. **H. V. HUTCHENS. TECHNICAL SUPPORT UNITS.** GREAT BRITAIN POLICE RESEARCH SERVICES BRANCH, HORSEFERRY HOUSE, DEAN RYLE STREET, LONDON, ENGLAND. *POLICE RESEARCH BULLETIN,* N 27 (SUMMER 1976), P 19-20. **NCJ-35397**

THIS ARTICLE DISCUSSES A SIX-MONTH ENGLISH POLICE EXPERIMENT WHICH SET UP A UNIT STAFFED BY SCIENTISTS AND POLICE OFFICERS TO PROVIDE TECHNICAL ADVICE AND EQUIPMENT TO 13 AREA POLICE FORCES AND 3 REGIONAL CRIME SQUADS. THE EQUIPMENT HELD BY THE UNIT INCLUDED METAL AND EXPLOSIVES DETECTORS; STILL, MOVIE AND TELEVISION CAMERAS; VARIOUS TYPES OF ALARM EQUIPMENT; SPECIALLY EQUIPPED VEHICLES, AND VARIOUS DEVICES TO ENABLE THE NAKED EYE AND CAMERAS TO BE USED EFFECTIVELY AT NIGHT. THE EXPERIMENT SHOWED THAT IT WAS FEASIBLE FOR FORCES TO COMBINE TOGETHER TO SHARE THE COST OF CERTAIN TYPES OF EQUIPMENT AND OF THE STAFF REQUIRED TO RUN THE UNIT.

164. **T. W. KRAMER. REVIEW OF STATE LAWS RELATING TO 'INTERAGENCY COOPERATION'—POLICE SERVICES STUDY TECHNICAL REPORT, REVISED DRAFT.** INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 48 p. 1976. **NCJ-40556**

A REVIEW OF THE STATE STATUTORY LAW OF ALL 50 STATES AFFECTING INTERAGENCY COOPERATION IN THE POLICE SERVICE INDUSTRY. IN ORDER TO EXAMINE AND COMPARE THE EXTENT OF LEGISLATION IN THIS AREA, INTERAGENCY COOPERATION IS BROKEN DOWN INTO THREE MUTUALLY EXCLUSIVE CATEGORIES OF ENABLING LEGISLATION IN THE REPORT: MUTUAL AID, CONTRACTING, AND COOPERATION. IN ADDITION TO THESE, STATUTORY AUTHORIZATION OF STATE COMMISSIONS ON INTERSTATE COOPERATION IS CONSIDERED. (AUTHOR ABSTRACT)

Availability: NCJRS MICROFICHE PROGRAM.

165. **S. LAUDENSLAGER. PROVIDING LEGAL ASSISTANCE TO SMALL AND RURAL LAW ENFORCEMENT AGENCIES, PART 1—THE REGIONAL LEGAL ADVISOR.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *POLICE CHIEF,* V 41, N 8 (AUGUST 1974), P 53-58. **NCJ-16738**

REVIEW OF THE RESPONSIBILITIES AND EXPERIENCES OF ATTORNEYS EMPLOYED BY REGIONAL ORGANIZATIONS TO PROVIDE LEGAL ADVICE TO THE AREA POLICE DEPARTMENTS. A REGION MAY CONSIST OF SEVERAL COUNTIES, AN AREA WITHIN A COUNTY, OR A COUNTY WHICH HAS A NUMBER OF POLICE AGENCIES. DESPITE DIFFERENCES IN LOCALE, REGIONAL LEGAL ADVISOR OPERATIONS ARE SIMILAR. THERE IS A COMMON EMPHASIS ON THE EDUCATIVE ROLE OF THE LEGAL ADVISOR, TRANSMITTING LEGAL KNOWLEDGE TO OFFICERS VIA TRAINING LECTURES, INFORMAL CRUISER-TIME, RAP SESSIONS, AND REGULAR NEWSLETTERS. THUS FAR, ONLY TWO REGIONAL LEGAL ADVISOR GRANTS HAVE COMPLETED THE FULL TERM, BUT EXPERIENCES THERE INDICATE THAT AS OFFICERS PUT SUCH TRAINING INTO PRACTICE, THE LEGAL ADVISOR'S ROLE CHANGES FROM PRIMARILY TRAINING TO CASE FOLLOW-UP AND SYSTEM LIAISON, WITH TRAINING BECOMING SUPPLEMENTAL. (AUTHOR ABSTRACT)

166. **J. C. MCDAVID. EFFECTS OF INTERJURISDICTIONAL COOPERATION ON POLICE PERFORMANCE IN THE ST. LOUIS METROPOLITAN AREA.** CENTER FOR THE STUDY OF FEDERALISM TEMPLE UNIVERSITY, PHILADELPHIA PA 19122. *PUBLIUS,* V 7, N 2 (SPRING 1977), P 3-30. **NCJ-47249**

FOUR HYPOTHESES ARE TESTED IN AN EFFORT TO MEASURE THE EFFECTS OF INTERJURISDICTIONAL COOPERATION ON POLICE PERFORMANCE IN A MISSOURI COUNTY. THIS STUDY FOCUSES ON THE RELATIONSHIPS BETWEEN LEVELS OF FORMAL AND INFORMAL COOPERATION AMONG 26 INDEPENDENT POLICE DEPARTMENTS IN ST. LOUIS COUNTY (MISSOURI) AND INDICATORS OF THEIR PERFORMANCE LEVELS. AT ISSUE IS WHETHER FORMAL COOPERATION IS MORE CONDUCIVE TO HIGHER PERFORMANCE THAN IS INFORMAL COOPERATION. FOUR HYPOTHESES THAT EXIST IN THE LITERATURE PERTAINING TO THE REFORM OF URBAN POLICE SERVICE DELIVERY SYSTEMS ARE EXAMINED. THEY ARE: (1) FORMAL COOPERATION IMPROVES THE PERFORMANCE OF POLICE DEPARTMENTS IN MULTIPLE-JURISDICTIONAL SETTINGS; (2) INFORMAL COOPERATION DOES NOT IMPROVE THE PERFORMANCE OF POLICE DEPARTMENTS IN MULTIPLE-JURISDICTIONAL SETTINGS; (3) INFORMAL MUTUAL AID AGREEMENTS DO NOT IMPROVE THE PERFORMANCE OF POLICE DEPARTMENTS IN MULTIPLE-JURISDICTIONAL SETTINGS; AND (4) INFORMAL INFORMATION EXCHANGE AGREEMENTS DO NOT IMPROVE THE PERFORMANCE OF POLICE DEPARTMENTS IN MULTIPLE-JURISDICTIONAL SETTINGS. EACH HYPOTHESIS IS TESTED AGAINST DATA COLLECTED IN INTERVIEWS WITH OVER 50 OFFICERS INCLUDING CHIEFS USING A STRUCTURED QUESTIONNAIRE (NOT INCLUDED) AND BY TELEPHONE OR BY MAIL. THE RESEARCH WAS CONDUCTED OVER A 2-YEAR PERIOD FROM MARCH 1972 TO MAY 1974. A CASE STUDY OF THE DEVELOPMENT AND OPERATIONS OF THE MAJOR CASE SQUAD, A VOLUNTARY COOPERATIVE ORGANIZATION OF THE POLICE DEPARTMENTS IN THE METROPOLITAN AREA, IS ALSO PRESENTED. THE SQUAD HAS FOCUSED ITS OPERATIONS ON THE INVESTIGATION OF SERIOUS CRIMES COMMITTED IN THE AREA WHICH REQUIRE LEVELS OF EFFORT FOR THEIR SOLUTION THAT ARE BEYOND THE CAPABILITIES OF INDIVIDUAL POLICE JURISDICTIONS. A STATISTICAL EXAMINATION OF RELATIONSHIPS BETWEEN LEVELS OF INTERJURISDICTIONAL COOPERATION AND LEVELS OF POLICE PERFORMANCE HAS YIELDED A LACK OF CORROBORATION FOR THE FOUR HYPOTHESES. FORMAL AGREEMENTS DO NOT APPEAR TO BE POSITIVELY ASSOCIATED WITH HIGHER LEVELS OF POLICE PERFORM-

ANCE. INCREASED NUMBERS OF INFORMAL AGREEMENTS, HOWEVER, DO APPEAR TO BE POSITIVELY ASSOCIATED WITH HIGHER LEVELS OF POLICE PERFORMANCE. IN PARTICULAR, UNWRITTEN MUTUAL AID AND INFORMATION EXCHANGE AGREEMENTS ARE POSITIVELY ASSOCIATED WITH PERFORMANCE INDICATORS. IT IS CONCLUDED THAT SEVERAL PRESUMPTIONS TAKEN FROM LITERATURE EMPHASIZING THE NEED TO FORMALIZE AND CENTRALIZE RELATIONSHIPS AMONG PRODUCERS OF POLICE SERVICES APPEAR TO BE UNWARRANTED. ALSO, THAT THE DEVELOPMENT AND DEMONSTRATED EFFECTIVENESS OF THE MAJOR CASE SQUAD SUGGEST THAT AN ALTERNATIVE MEANS TO ACHIEVE THE END OF HIGHER LEVELS OF POLICE PERFORMANCE IS TO ENCOURAGE THE GROWTH OF VOLUNTARY ASSOCIATIONS OF LAW ENFORCEMENT AGENCIES. TABULAR DATA NOTES, AND REFERENCES ARE PROVIDED.

167. **T. V. PATTERSON and M. S. SANDERS. ST LOUIS HELICOPTER PROJECT—A COOPERATIVE EFFORT AMONG FOURTEEN RAILROAD POLICE DEPARTMENTS.** US DEPARTMENT OF THE NAVY NAVAL AMMUNITION DEPOT, CRANE IN 47522. 111 p. 1973. **NCJ-13226**

DESCRIPTION OF A TECHNICAL PROJECT TO ASSIST THE RAILROAD INDUSTRY IN THE DEVELOPMENT OF SOLUTIONS TO THE PROBLEMS OF TRESPASSING, VANDALISM, AND THE THEFT OF RAIL CARGO. THE SPECIFIC OBJECTIVE OF THE PROJECT, UNDERTAKEN AND FUNDED BY THE DEPARTMENT OF TRANSPORTATION, WAS TO TEST AND DEMONSTRATE THE EFFECTIVENESS OF A COLLECTIVE APPROACH TO RAILROAD SECURITY BY COORDINATING THE EFFORTS OF ALL SECURITY RESOURCES WITHIN THE RAILYARDS AT ST. LOUIS-EAST ST. LOUIS. THESE RESOURCES INCLUDED A HELICOPTER AND SPECIAL COMMUNICATIONS EQUIPMENT FOR COMMON USE AMONG SERVERAL RAILROAD COMPANIES. THE REPORT DESCRIBES THE RAILROAD POLICE SYSTEM IN GREATER METROPOLITAN ST. LOUIS AND THEN DEALS WITH THE IMPLEMENTATION OF THE PROJECT INCLUDING SECURING EQUIPMENT, INSURANCE, AND TRAINING. THE OPERATION OF THE SYSTEM IS DOCUMENTED INCLUDING THE DETERMINATION OF FLIGHT SCHEDULES, RADIO PROCEDURES, SURVEILLANCE, AND APPREHENSION PROCEDURES USED BY THE HELICOPTER. THE IMPACT OF THE PROJECT IS EVALUATED AND NINETEEN RECOMMENDATIONS ON HOW A PERMANENT AIRBORNE SURVEILLANCE PROGRAM SHOULD BE ORGANIZED AND OPERATED ARE SET FORTH. THE FINDINGS SUPPORT THE CONCLUSION THAT HELICOPTERS CAN BE AN EFFECTIVE COMPONENT OF A RAILROAD SECURITY SYSTEM. THE PROJECT ALSO DEMONSTRATED THE EFFECTIVENESS OF COORDINATING AND POOLING ALL AVAILABLE LAW ENFORCEMENT RESOURCES IN REDUCING VANDALISM, TRESPASSING, AND CARGO THEFT. THERE WAS A MARKED INCREASE IN JOINT POLICE VENTURES AND THE CONCEPT OF A COMMON RADIO FREQUENCY WAS ALMOST UNIVERSALLY ENDORSED BY THE PARTICIPATING RAILROAD POLICE. APPENDED TO THE REPORT ARE A COPY OF THE HELICOPTER SERVICES CONTRACT, A PERSONAL INJURY LIABILITY AGREEMENT, AND THE PROJECT EVALUATION FORMS USED BY THE PARTICIPANTS.

Sponsoring Agency: US DEPARTMENT OF TRANSPORTATION URBAN MASS TRANSPORTATION ADMINISTRATION, 400 SEVENTH STREET, SW, WASHINGTON DC 20590.

Availability: GPO.

168. **M. G. SHANAHAN. CRIMINAL JUSTICE VENTURE—THE UNIVERSITY OF WASHINGTON POLICE DEPARTMENT.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *POLICE CHIEF*, V 41, N 7 (JULY 1974), P 72-75. **NCJ-14451**

INTERAGENCY COOPERATION AND MODERN EQUIPMENT RESULTED IN A DRAMATIC REDUCTION IN THE CRIME RATE ON A LARGE WESTERN UNIVERSITY CAMPUS. REVAMPING THE CAMPUS POLICE DEPARTMENT ALONG TRADITIONAL LINES EARNED COMMUNITY RESPECT AND COOPERATION WHEN POLICE METHODS WERE SHOWN TO BE EFFECTIVE. THE HELP FROM MUNICIPAL AND STATE POLICE DEPARTMENTS AND THE FBI IN ORGANIZING A COMPREHENSIVE TRAINING PROGRAM WAS LARGELY RESPONSIBLE FOR THE SUCCESS.

169. **P. S. WALLACE and R. M. BUREN. POLICING INTER-COMMUNITY MASS TRANSIT SYSTEMS—PROPOSED LEGISLATION FOR CHICAGO WITH A CONSIDERATION OF OTHER CITIES.** UNIVERSITY OF ILLINOIS, CHICAGO CIRCLE CENTER FOR RESEARCH IN CRIMINAL JUSTICE, BOX 4348, CHICAGO, IL 60680. 59 p. 1974. **NCJ-16787**

THE PURPOSE OF THIS REPORT IS TO PRESENT MODEL LEGISLATION THAT WILL REQUIRE INTER-COMMUNITY MASS TRANSIT SYSTEMS TO BE RESPONSIBLE FOR THE SAFETY OF THEIR PASSENGERS WHILE USING TRANSIT FACILITIES. AN EFFORT IS MADE TO SHOW WHY THIS LEGISLATION IS NECESSARY AND HOW IT IS A SOLUTION TO THE PRESENT PROBLEM OF HIGH CRIME AND LOW PASSENGER SAFETY ON MASS TRANSIT SYSTEMS. WITH METROPOLITAN CHICAGO, ILLINOIS AS THE SELECTED EXAMPLE, A RECENT HISTORY IS GIVEN (1967-1972) OF THE RISE IN TRANSIT CRIME THERE AND THE INADEQUATE POLICE RESPONSE. SOME EXPLANATION FOR THE PRESENT INADEQUATE SITUATION IN CHICAGO IS PROVIDED THROUGH A CONSIDERATION OF THE CONFLICTING PERSPECTIVES AND PRESSURES UPON THE PARTIES INVOLVED: THE PASSENGER, THE SUBURBAN POLICE DEPARTMENT, THE CHICAGO POLICE DEPARTMENT, THE CHICAGO TRANSIT AUTHORITY. THEN, THE EFFECTS OF THE PRESENT MULTI-COMMUNITY POLICING ARE STATED AND EXPLAINED. BEFORE GIVING THE PROPOSED LEGISLATION (WITH A COMMENTARY), THE AUTHORS TAKE A BRIEF LOOK AT THE POLICING OF THREE OTHER INTER-COMMUNITY MASS TRANSIT SYSTEMS: BOSTON, CLEVELAND AND TORONTO. SOME BRIEF CONCLUDING REMARKS ARE APPENDED. (AUTHOR ABSTRACT)

Sponsoring Agency: US DEPARTMENT OF TRANSPORTATION URBAN MASS TRANSPORTATION ADMINISTRATION, 400 SEVENTH STREET, SW, WASHINGTON DC 20590.

Availability: NCJRS MICROFICHE PROGRAM.

APPENDIX--TECHNICAL ASSISTANCE REPORTS ON FEASIBILITY

170. **S. ALBERT, W. KINCHELOE, P. KRAABLE, and G. PAULY. POLICE CONSOLIDATION STUDY OF DES MOINES COUNTY (IA) POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 62 p. 1974. **NCJ-39098**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

171. **S. ALBERT, W. KINCHELOE, and G. PAULEY. UNION COUNTY (IA)—ANALYSIS OF REQUIREMENTS FOR LAW ENFORCEMENT CONSOLIDATION—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 21 p. 1973. **NCJ-38779**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

172. **J. E. ANGELL. ABERDEEN, HOQUIAM, AND COSMOPOLIS (WA)—CONSOLIDATION FEASIBILITY STUDY—ADMINISTRATIVE ORGANIZATION AND MANPOWER ALLOCATION ELEMENTS—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 56 p. 1975. **NCJ-30614**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

173. **S. G. CHAPMAN. BAKER CITY AND BAKER COUNTY (OR)—CITY-COUNTY POLICE CONSOLIDATION STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 35 p. 1977. **NCJ-42433**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

174. **CONSOLIDATED POLICE AGENCY FOR BERNALILLO COUNTY AND THE CITY OF ALBUQUERQUE.** 229 p. 1973. **NCJ-14070**

Availability: NCJRS MICROFICHE PROGRAM.

175. **R. A. DORAN. FEASIBILITY STUDY OF REGIONALIZED POLICE SERVICES FOR THE BARRINGTON (IL) AREA.** ILLINOIS LAW ENFORCEMENT COMMISSION, 120 SOUTH RIVERSIDE PLAZA, 10TH FLOOR, CHICAGO IL 60606. 75 p. 1974. **NCJ-16054**

176. **R. A. DORAN. GORDON (NE) AND SHERIDAN COUNTY (NE)—POLICE TECHNICAL ASSISTANCE REPORT—CITY/COUNTY POLICE CONSOLIDATION.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 36 p. 1978. **NCJ-50949**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

177. **L. J. DUNBAR and D. L. NORRGARD. JACKSON/TETON COUNTY (WY)—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 20 p. 1972. **NCJ-32322**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

178. **G. D. EASTMAN. ARCHULETA COUNTY AND PAGOSA SPRINGS (CO)—CONSOLIDATION OF SERVICES, MONTEZUMA AND DOLORES COUNTIES (CO) CENTRALIZATION OF PUBLIC SAFETY FACILITIES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 27 p. 1972. **NCJ-34152**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

179. **G. D. EASTMAN. CLEAR CREEK AND GILPIN COUNTIES (CO)—STUDY OF FEASIBILITY OF CONSOLIDATING LAW ENFORCEMENT FUNCTIONS POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 19 p. 1973. **NCJ-39256**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

180. **EASTMAN MIDDLETON ASSOCIATES, 1748 ELM DRIVE, KENT OH 44240. CONSOLIDATION OF POLICE SERVICES—THE SNOHOMISH COUNTY EXPERIENCE—A STATUS REPORT AND KEY RECOMMENDATIONS.** 70 p. 1971. **NCJ-10813**

Supplemental Notes: ORIGINAL REPORT ISSUED UNDER TITLE OF 'POLICE SERVICES IN SNOHOMISH COUNTY...'.

Sponsoring Agency: WASHINGTON LAW AND JUSTICE PLANNING OFFICE, INSURANCE BUILDING, ROOM 107, OLYMPIA WA 98504.

Availability: NTIS. Accession No. PB 224 301/AS.

181. **EASTMAN MIDDLETON ASSOCIATES, 1748 ELM DRIVE, KENT OH 44240. CONSOLIDATION OF POLICE SERVICES—THE SNOHOMISH COUNTY EXPERIENCE—PLANS FOR IMPROVEMENT.** 265 p. 1971. **NCJ-10812**

Supplemental Notes: ORIGINAL REPORT ISSUED AS 'POLICE SERVICES IN SNOHOMISH COUNTY—PLANS FOR IMPROVEMENT.'.

Sponsoring Agency: WASHINGTON LAW AND JUSTICE PLANNING OFFICE, INSURANCE BUILDING, ROOM 107, OLYMPIA WA 98504.

Availability: NTIS. Accession No. PB 224 302/AS.

182. **G. FELKENES. JOHNSON COUNTY (IA)—CONSOLIDATION OF LAW ENFORCEMENT AGENCIES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 29 p. 1973. **NCJ-38042**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

183. **G. FELKENES. YORK COUNTY (SC)—STUDY OF IMPACT OF AREA GROWTH ON LAW ENFORCEMENT—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 31 p. 1973. **NCJ-38517**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

184. **G. T. FELKENES. WISCONSIN RAPIDS (WI)—POLICE DEPARTMENT CONSOLIDATION OF SUPPORT SERVICES AMONG SEVEN POLICE AGENCIES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 12 p. 1973. **NCJ-38588**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

185. **J. F. FRANCINI. MCCORMICK COUNTY (SC)—POLICE CONSOLIDATION STUDY POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 10 p. 1972. **NCJ-34237**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

186. **N. W. FREEMAN. OKLAHOMA CRIME COMMISSION—SHAWNEE PLANNING DISTRICT FEASIBILITY STUDY TO ESTABLISH AND OPERATE A RURAL LAW ENFORCEMENT PROGRAM—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 20 p. 1976. **NCJ-32199**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

187. **C. M. GIRARD. ASSESSMENT OF THE POTENTIAL FOR LAW ENFORCEMENT CONSOLIDATION—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 31 p. 1977. **NCJ-43416**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

188. **C. M. GIRARD, T. W. KOEPSELL, and J. C. NELSON. NEW JERSEY—CONSOLIDATION AND REGIONALIZATION OF POLICE RESOURCES—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 77 p. 1976. **NCJ-35880**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

189. **F. HAGEDORN. PORTLAND/MULTNOMAH COUNTY (OR)—POLICE CONSOLIDATION PROJECT—CONCEPT PAPERS.** PORTLAND/MULTNOMAH COUNTY POLICE CONSOLIDATION PROJECT. 96 p. 1975. **NCJ-31643**

Sponsoring Agencies: OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

190. **T. W. KOEPSELL. CONVERSE COUNTY (WY)—CONSOLIDATION FEASIBILITY STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 23 p. 1977. **NCJ-44041**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

191. **G. S. LLOYD. ALPENA COUNTY (MI)—FEASIBILITY OF CONSOLIDATING POLICE SERVICES COUNTYWIDE—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 00020 p. 1973. **NCJ-37469**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

192. **G. S. LLOYD. MARTIN COUNTY (TX)—SHERIFF'S DEPARTMENT AND STANTON (TX)—POLICE DEPARTMENT—MANAGEMENT AND CONSOLIDATION STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 12 p. 1973. **NCJ-38529**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

193. **M. E. LOUIS. CENTERVILLE (IA)—POLICE DEPARTMENT—MANAGEMENT, MANPOWER DEVELOPMENT AND DEPLOYMENT, AND INTERGOVERNMENTAL RELATIONS—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 24 p. 1973. **NCJ-38036**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

194. **MARYLAND STATE POLICE, PIKESVILLE MD 21208. MARYLAND—STATE POLICE—PROPOSED CONSOLIDATION—ANNE ARUNDEL, BALTIMORE, PRINCE GEORGE'S COUNTIES.** 100 p. 1975. **NCJ-28224**

Availability: NCJRS MICROFICHE PROGRAM.

195. **MID-AMERICAN PLANNING SERVICE, P O BOX 943, FAIRFIELD IA 52556. IOWA—A UNIFIED APPROACH TO A CRIMINAL JUSTICE PROBLEM.** 225 p. 1974. **NCJ-13594**

Availability: NCJRS MICROFICHE PROGRAM.

196. **J. P. MORGAN JR. DELAWARE—INTERGOVERNMENTAL JURISDICTIONAL ANALYSIS POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 10 p. 1975. **NCJ-30185**

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; DELAWARE CRIMINAL JUSTICE PLANNING COMMISSION, STATE CAPITOL BLDG, 4TH FLOOR, 820 FRENCH STREET, WILMINGTON DE 19801.

197. **J. A. NEEDLE. MARION COUNTY, BELLEVIEW, DUNNELLON, AND OCALA (FL) POLICE DEPARTMENT—CONSOLIDATION STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 22 p. 1972. **NCJ-34230**
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

198. **NEW ENGLAND BUREAU FOR CRIMINAL JUSTICE SERVICES. STUDY OF POLICE SERVICES IN THE STATE OF MAINE EXECUTIVE SUMMARY.** 49 p. 1974. **NCJ-19877**
Availability: NCJRS MICROFICHE PROGRAM.

199. **D. L. NORRGARD. DES MOINES COUNTY (IA)—UNIFICATION OF POLICE SERVICES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 22 p. 1973. **NCJ-39099**
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

200. **D. L. NORRGARD. FEASIBILITY STUDY FOR CONSOLIDATING POLICE SERVICES IN THE WATERLOO, IOWA, METROPOLITAN AREA—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 25 p. 1975. **NCJ-29655**
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

201. **PENNSYLVANIA ECONOMY LEAGUE, INC CHESTER COUNTY BRANCH. MUNICIPAL POLICE PROTECTION IN CHESTER COUNTY (PA) AND ALTERNATIVES TO THE PRESENT SYSTEM.** 79 p. 1973. **NCJ-18062**
Availability: NCJRS MICROFICHE PROGRAM.

202. **PORTLAND/MULTNOMAH COUNTY POLICE CONSOLIDATION PROJECT. PORTLAND/MULTNOMAH COUNTY (OR)—POLICE CONSOLIDATION PROJECT—ORGANIZATIONAL RESOURCE INVENTORY CONSULTANT REPORT.** 535 p. 1974. **NCJ-14262**
Sponsoring Agencies: OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

203. **PORTLAND/MULTNOMAH COUNTY POLICE CONSOLIDATION PROJECT. PORTLAND/MULTNOMAH COUNTY (OR)—POLICE CONSOLIDATION PROJECT—STAFF REPORT—EXECUTIVE SUMMARY.** 33 p. 1974. **NCJ-31960**
Sponsoring Agencies: OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

204. **PORTLAND/MULTNOMAH COUNTY POLICE CONSOLIDATION PROJECT; YADEN/ASSOCIATES. PORTLAND/MULTNOMAH COUNTY—POLICE CONSOLIDATION PROJECT—CONSULTANT REPORT—POLICE CLIENTELE INVENTORY.** 141 p. 1974. **NCJ-31961**
Sponsoring Agency: OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303.

205. **PORTLAND (OR) CITY-COUNTY JUSTICE PLANNING OFFICE. PORTLAND/MULTNOMAH COUNTY (OR)—POLICE CONSOLIDATION PROJECT—REPORTS OF THE SUBCOMMITTEES.** 446 p. 1974. **NCJ-14542**
Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303.
Availability: NCJRS MICROFICHE PROGRAM.

206. **PORTLAND (OR) CITY-COUNTY JUSTICE PLANNING OFFICE. PORTLAND/MULTNOMAH COUNTY (OR)—POLICE CONSOLIDATION PROJECT—STAFF REPORT.** 167 p. 1974. **NCJ-17982**
Sponsoring Agencies: OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

207. **R. H. ROGERS. ROBERTSON COUNTY, FRANKLIN, HEARNE, CALVERT AND BREMOND (TX)—FEASIBILITY STUDY OF PARTIAL CONSOLIDATION OF LAW ENFORCEMENT SERVICES—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 10 p. 1976. **NCJ-35027**
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

208. **K. L. SIMPSON. LAW ENFORCEMENT CONSOLIDATION FEASIBILITY SURVEY FOR JOHNSON COUNTY, TENNESSEE.** TENNESSEE LAW ENFORCEMENT PLANNING AGENCY 1ST REGION. 215 p. 1974. **NCJ-19533**
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

209. **STATE UNIVERSITY OF NEW YORK ECONOMIC GROWTH INSTITUTE, BINGHAMTON NY 13901. CONSOLIDATION OF LOCAL POLICE SERVICES IN BROOME COUNTY (NY)—CONSOLIDATION REPORT NO 1.** 132 p. 1973. **NCJ-31369**
Sponsoring Agency: US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, 451 SEVENTH STREET, SW, WASHINGTON DC 20410.
Availability: NTIS; NCJRS MICROFICHE PROGRAM.

210. **VERMONT GOVERNOR'S COMMISSION ON THE ADMINISTRATION OF JUSTICE, 149 STATE STREET, MONTPELIER VT 05602. DELIVERY OF POLICE SERVICES IN VERMONT.** 172 p. 1974. **NCJ-18981**
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

211. **L. R. WALTON. GREEN TOWNSHIP, HAMILTON COUNTY (OH)—ANALYSIS OF POLICE SERVICE ALTERNATIVES—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 15 p. 1976. **NCJ-34648**
A STUDY TO DETERMINE THE MOST EFFECTIVE METHOD OF PROVIDING POLICE SERVICES WAS CONDUCTED FOR GREEN TOWNSHIP (OH), WHOSE ELEVEN POLICE SERVE 60,118 PERSONS OVER 30 SQUARE MILES, DATED MAY, 1976.
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

212. **L. R. WALTON. YORK (ME)—ANALYSIS OF THE FEASIBILITY OF CONSOLIDATION OF THREE POLICE DEPARTMENTS—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 23 p. 1973. **NCJ-38055**
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

213. **R. H. WARD. LIVERMORE FALLS AND JAY (ME)—POLICE DEPARTMENTS CONSOLIDATION FEASIBILITY ANALYSIS—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 30 p. 1976. **NCJ-36851**
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

APPENDIX--TECHNICAL ASSISTANCE REPORTS ON FEASIBILITY

214. **R. H. WARD. SALUDA COUNTY (SC)—POLICE SERVICES CONSOLIDATION FEASIBILITY STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 25 p. 1976. **NCJ-35852**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

215. **R. H. WARD. SCOTLAND COUNTY (NC)—FEASIBILITY STUDY OF FORMING A COUNTY POLICE DEPARTMENT—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 40 p. 1976. **NCJ-32622**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

216. **WESTINGHOUSE JUSTICE INSTITUTE. NARRAGANSETT AND SOUTH KINGSTON (RI)—FEASIBILITY STUDY ON CONSOLIDATION OF POLICE SERVICES—POLICE TECHNICAL ASSISTANCE REPORT.** 19 p. 1973. **NCJ-39096**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

217. **P. M. WHISENAND. UTAH COUNTY (UT)—POLICE CONSOLIDATION STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 24 p. 1973. **NCJ-38522**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

218. **R. F. WIBORG. OCONOMOWOC (WI)—POLICE DEPARTMENT—ORGANIZATION AND MANAGEMENT STUDY—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 29 p. 1977. **NCJ-40410**

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

219. **WYOMING GOVERNOR'S PLANNING COMMITTEE ON CRIMINAL ADMINISTRATION, STATE OFFICE BUILDING, EAST, 4TH FLOOR, CHEYENNE, WY 82002. CONSOLIDATED LAW ENFORCEMENT—A FEASIBILITY STUDY FOR THE CITY AND COUNTY OF SHERIDAN (WY).** 88 p. 1975. **NCJ-25882**

Availability: NCJRS MICROFICHE PROGRAM.

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